



Cargill Gender Pay Report 2017

At Cargill everyone matters and everyone counts

“At Cargill, everyone matters and everyone counts. This is manifested in how we think, act and engage others. We believe the path to success requires each person, regardless of role, level, department or location, to demonstrate inclusive leadership behaviours to drive extraordinary results.”



A stylized, handwritten signature in black ink, appearing to read 'Fiona'.

Fiona Morris
HR Lead UK, Cargill

At Cargill, we aim to be the most trusted source of sustainable products and services for our customers. To earn that trust, we are working to deliver economic, social and environmental benefits across our value chains.

For the last two years, we have been on a journey to build a more integrated, focused and agile Cargill that is equipped to lead in an ever evolving world, and be quick to respond to the shifting needs of our stakeholders. We consolidated our businesses into a smaller number of global groups focused on products lines and simplified our leadership structure. In the UK our legal entities represent a number of product lines and a diverse workforce from manufacturing and functional areas, as well as leadership positions.

At the heart of all this work, we revitalised our purpose and have adopted this across all parts of our global organisation.

Our Purpose: Cargill will be the leader in nourishing the world in a safe, responsible and sustainable way.

In order to achieve this, **inclusion** and **diversity** are necessary and have been a key focus for Cargill globally for many years.

An inclusive work environment provides opportunities for all employees to realise their full potential, and will position Cargill to better solve the needs of both our existing and future customers, and the communities we serve.

We welcome the introduction of the gender pay reporting requirements in the UK and we look forward to building on this experience for our organisation globally. Transparency is increasingly essential to both understanding the challenges we may face and taking informed action.

In the UK, we recognise that we need to continue to **focus** on the **opportunities for women to progress into senior leadership positions**. We recognise that in the industries we serve it may be a significant challenge which goes beyond our own organisation, however we are determined to continue to make progress in this area.

Gender Pay Gap

The gender pay gap measures the difference in average earnings between women and men across the workforce. It is based on average hourly earnings and has been developed to address the representation of women in the workforce. *It is not the same as equal pay.*



Equal pay is whether a woman or man delivering the same work, at the same level in the organisation receive the same pay.



Legislative Requirements and implications for our UK operations

Under the UK Government's new [Gender Pay Gap regulations](#), all legal entities in the UK that have 250 or more employees must report their gender pay information. The regulations are intended to encourage companies to firstly understand if a gender pay gap exists within their organisation and then take informed action.

Each legal entity must report the following:

- Mean and median gender pay gap
- Mean and median gender bonus and stock options gap
- Proportion of men and women receiving a bonus or stock option
- Proportion of men and women by quartile band

As of 5 April 2017 (snap shot date for reporting), Cargill employed approximately 3,500 people in the UK, based at 22 locations across 14 different businesses. These operations are grouped into four legal entities, two of which are subject to these regulations: Cargill PLC (947 employees) and Sun Valley Foods Ltd (2,354 employees).

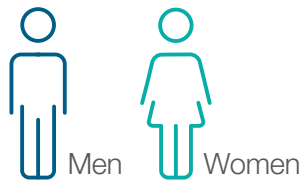
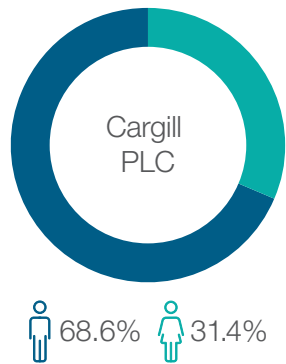
Cargill PLC employs those involved in our manufacturing operations in our starches and sweeteners, cocoa and chocolate, animal nutrition and grain and oilseeds businesses as well as in distribution, commodity trading, business management and functional roles.

Sun Valley Foods Ltd is focused on our chicken operations and is primarily a manufacturing business employing the full range of roles. From 2018, we will no longer include some of these employees in our calculations, as the fresh chicken business became part of a [new independent food joint venture with Faccenda Foods](#) in January 2018.

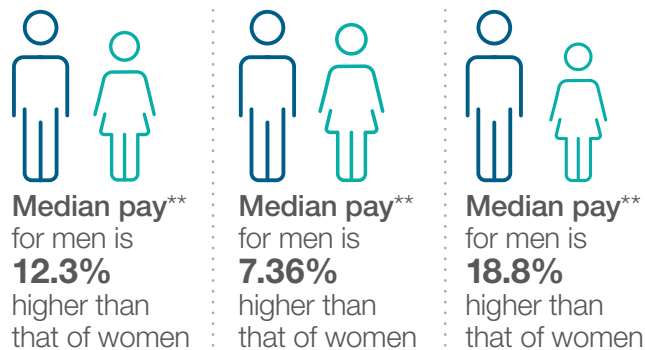
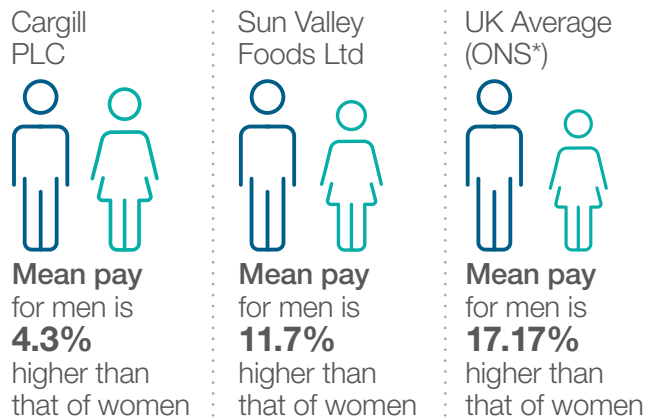
The UK Government rules only require gender pay gap reporting for legal entities employing 250 or more employees. Based on that, Cargill's figures reported here do not include our aqua nutrition operations in Scotland or our poultry operations in Newent, as the legal entities involved employed less than 250 people at the time. We undertake to include all Cargill employees in the UK, in the 2018 report.

Our Data

Overall gender split for men and women



Mean and median gender pay gap



We employ around twice more men than women and a greater proportion of our senior leadership team in the UK are men, which has an impact on the figures above. This trend is not unusual for companies that serve the industries that we do, but it raises an opportunity and a challenge for us as an industry going forward.



* Office for National Statistics

** Median pay is found when all pay is listed lowest to highest and the mid-point is taken and compared between men and women

Mean and median gender bonus and stock option gap

Cargill PLC



Mean bonus and stock option for men is **33.57%** higher than that of women



Median bonus and stock option for men is **-7.6%** higher than that of women

Sun Valley Foods Ltd



Mean bonus and stock option for men is **61.59%** higher than that of women



Median bonus and stock option for men is **33.3%** higher than that of women

Bonus amounts tend to increase with seniority and therefore the mean bonus gap is influenced by a higher proportion of men in senior roles. Women are less represented in those roles that attract the higher salaries and percentage bonus.

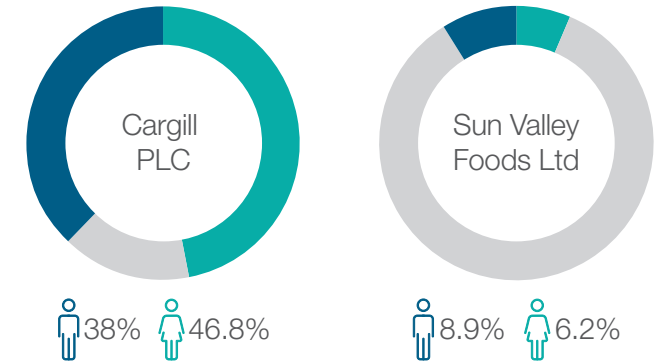
The median pay gap for Cargill PLC reflects the fact that the number of women eligible at mid-level management for a bonus is higher for women than men.

NB as each legal entity is made up of a number of businesses connected to global product lines, these businesses have different pay, bonus and stock practices.

The following is currently true:

- Figures for stock options only reflect those people who have chosen to exercise and be paid their stock option in the data collection year
- Bonus practices vary per product line or function
- Those people who elect to pay their bonus into their pension fund will not be recorded as receiving a bonus in the data collection year

Proportion of men and women eligible and receiving a bonus or stock option



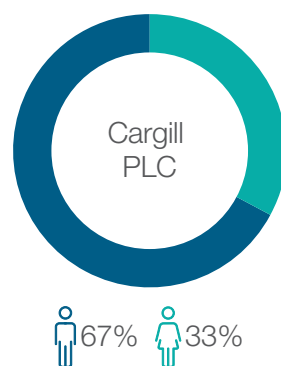
Employees in those roles eligible for a bonus or stock option have equal opportunity to receive one. The numbers for Cargill PLC interestingly show that more women are eligible to receive a bonus or stock option. The difference between the two legal entities is expected as Sun Valley Foods Ltd is primarily a manufacturing business.

Distribution of employees across the pay quartiles

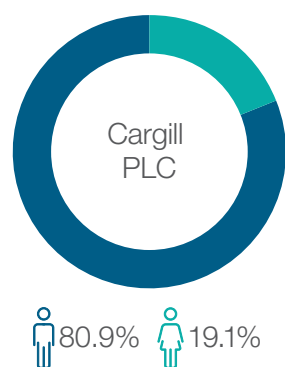
Lower Quartile



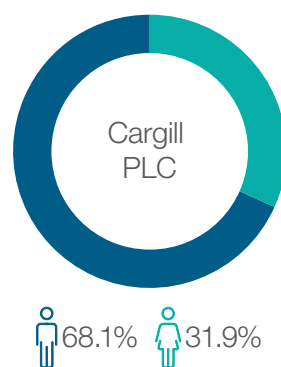
Lower Mid Quartile



Upper Mid Quartile



Top Quartile



The four quartiles are worked out based on pay band and show the gender distribution across Cargill's two legal entities.

For Cargill PLC, there is a greater proportion of male employees at every level in the UK and women are less well represented in the top two quartiles. This is a result of having fewer women in mid-management or senior leadership roles.

For Sun Valley Foods Ltd, the numbers are fairly evenly distributed in the lower quartile, but moving up the quartiles, the number of male employees increases.

Overall gender split for men and women



Bridging the gap – What is Cargill doing about it?

Incorporating inclusion and diversity into our culture is continuous. We believe that our gender balance will evolve as we continue to embrace all aspects of inclusion and high performance within Cargill. We believe inclusive teams deliver value and we remain committed to the important work of making gender parity a reality. Whether it's diversifying the board room or providing opportunities for women working on the frontlines of food, agriculture and nutrition, we are taking action to build a company where all employees *thrive*.

Globally, we are challenging our recruitment, training, development and retention practices so that we operate a fully integrated operating company with aligned and consistent progression opportunities; we have revamped our global talent management process to help identify, manage and develop our leaders. We have also rolled our value and leadership behaviours into our performance management systems, so that we prepare future leaders and so that they receive the experiences, support and skills needed for their future roles.

Our journey continues but here are just a few of our successes and commitments:

- In 2015, Cargill named three women to its 10-person corporate executive team.
- In December 2016, Cargill signed up to the [Paradigm for Parity®](#) coalition, which is committed to addressing the corporate leadership gender gap. **Cargill has committed to achieving gender parity in senior positions by 2030.**
- In June 2017, CEO Dave MacLennan signed on to The CEO [Action for Diversity and Inclusion™](#) – a commitment to share best practices, implement unconscious bias training and continue having open and frank conversations around inclusion and diversity.



But what does this specifically mean for the UK?

As we are doing globally, we are committed to addressing the corporate leadership gender gap in the UK and are encouraging managers to review their own structures and give focus to opportunities to increase gender equality within current internal talent, as well as bringing in diverse external candidates through recruitment practices.

We have focused our recruitment practices so that we have the best pool of candidates for each role. We are required to identify diverse shortlists for senior roles and to ensure proportionate representation during the selection process.

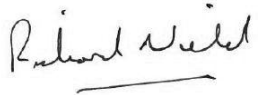
By embracing the five point action plan from The Paradigm for Parity® we will catalyse change and enable Cargill to more effectively increase the number of women of all backgrounds in leadership positions.

The Paradigm for Parity® Action Plan

- 1 Minimise or eliminate unconscious bias. Initiate unconscious bias training.
- 2 Significantly increase the number of women in senior operating roles. Make full gender parity (50:50) our ultimate goal.
- 3 Measure targets at every level and communicate progress and results regularly.
- 4 Base career progress on business results and performance, not on presence. Give women and men control over where and how they work, whenever workable. Acknowledge the needs and expectations of Millennials, an important talent pool.
- 5 Identify women of potential and give them sponsors, as well as mentors.



We confirm the information and data reported
is accurate as of the snapshot date 5 April 2017



Richard Nield

Chairman of Cargill PLC and
UK Country Representative



Mary Thompson

Managing Director,
Cargill Meats Europe

