

# Cargill UK Gender Pay Report 2018

# At Cargill we put our people first

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.

**Our purpose is to nourish the world in a safe, responsible and sustainable way.** 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.

**Inclusion and diversity** has 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 us to better solve the needs of both our existing and future customers, and the communities we serve.

Over the 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 have consolidated our businesses into a smaller number of global groups focused on product lines and simplified our leadership structure. In the UK this means that the scope for this year's report has evolved.

Cargill has three employing entities in the UK. We are required to publish our gender pay gap for only one of them, Cargill PLC, which employs the great majority of employees. Nonetheless, transparency is increasingly essential to both understanding the challenges we may face and taking informed action. Therefore, this report contains data for all employing entities in the UK.



Our businesses represent a number of product lines and a diverse workforce from manufacturing and functional areas, as well as leadership positions. We recognise that the industries we serve are traditionally male-dominated at all levels, but especially in senior roles. This may be a significant challenge which goes beyond our own organisation. However, we are determined to continue to focus on the opportunities for women to progress into senior leadership positions at Cargill, and we will continue to make progress, as reflected in this year's results.

# Gender Pay Gap and Equal Pay

**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 receives the same pay.



## Legislative requirements and implications for our UK operations

Under the UK Government's [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

\*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 bonus & stock option gender pay gap is the difference between the mean bonus and stock options paid to male employees with that paid to female employees

Median bonus & stock option gender pay is the difference between the middle value paid to men with that paid to women

As of 5 April 2018, Cargill employed approximately 1,200 people in the UK, based at 20 locations across 14 different businesses. These operations are grouped into three legal entities, the largest being Cargill PLC with 904 employees, and is subject to these regulations.



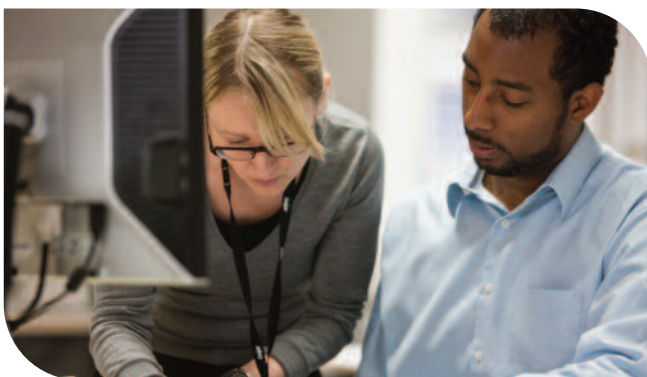


# Our Data – Cargill PLC

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

These businesses have different pay, bonus and stock practices. We still have a gender pay gap in some areas because we employ around twice more men than women across the UK, and a greater proportion of our senior leadership team is male. Bonus and salary amounts tend to increase with seniority and therefore, our figures are influenced by a higher proportion of males in senior roles.

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.



Measure	Cargill PLC 2017		Cargill PLC 2018	
Overall gender split for men and women	68.6% men	31.4% women	70.8% men	29.2% women
Mean gender pay gap <small>Gender Pay Gap in the UK in 2018 (ONS data) = 17.1%</small>	4.3%		4.6%	
Median gender pay gap <small>Gender Pay Gap in the UK in 2018 (ONS data) = 17.9%</small>	12.3%		9.4%	
Mean bonus & stock options gender pay gap	33.57%		10.6%	
Median bonus & stock options gender pay gap	-7.6%		-33.8%	
Proportion of men and women eligible and receiving a bonus or stock option	38% men	46.8% women	48.4% men	56.4% women

## Distribution of employees across the pay quartiles

	Lower Quartile		Lower Mid Quartile		Upper Mid Quartile		Top Quartile	
	Men	Women	Men	Women	Men	Women	Men	Women
2017	60%	40%	67%	33%	80.9%	19.1%	68.1%	31.9%
2018	62%	38%	73.1%	26.9%	80.6%	19.4%	69.4%	30.6%

Data notes:

- 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
- The four quartiles are worked out based on pay band and show the gender distribution across Cargill PLC

# Transparent reporting on the smaller legal entities in the UK

While not required, we aim to be transparent around our reporting for the UK. This data set is new for 2018 so comparison to 2017 is not possible.

**Sun Valley Foods Limited** (244 employees) is now only focused on our further processed chicken operations and is primarily a manufacturing business employing the full range of roles. This year, Cargill is no longer including figures on our fresh chicken business as this business is now part of a joint venture, Avara Foods, so figures from last year and this year cannot be compared.

**EWOS Limited** (74 employees) is focused on our aqua nutrition operations in Scotland and is primarily a manufacturing business employing the full range of roles.



Measure	Sun Valley Foods Limited		EWOS Limited	
Overall gender split for men and women	67.6% men	32.4% women	78.4% men	21.6% women
Mean gender pay gap <small>Gender Pay Gap in the UK in 2018 (ONS data) = 17.1%</small>	25.2%		15.3%	
Median gender pay gap <small>Gender Pay Gap in the UK in 2018 (ONS data) = 17.9%</small>	26.6%		0.4%	
Mean bonus & stock options gender pay gap	58.3%		61.4%	
Median bonus & stock options gender pay gap	75%		16.3%	
Proportion of men and women eligible and receiving a bonus or stock option	13.3% men	13.9% women	91.4% men	93.8% women

## Distribution of employees across the pay quartiles

	Lower Quartile		Lower Mid Quartile		Upper Mid Quartile		Top Quartile	
	Men	Women	Men	Women	Men	Women	Men	Women
<b>Sun Valley Foods Limited</b>	54.5%	45.5%	60.6%	39.4%	66.7%	33.3%	75.8%	24.2%
<b>EWOS Limited</b>	66.7%	33.3%	88.9%	11.1%	77.8%	22.2%	77.8%	22.2%

Similar to the data from Cargill PLC, there is a greater proportion of male employees at every level in the UK. For Sun Valley Foods Limited, women are less well represented in the top two quartiles whereas for EWOS Limited, women are less well represented in the top three quartiles.

# What are we 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. 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*.

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

- At the end of 2018, Cargill has three women on its 11-person corporate executive team.
- Cargill is a member of 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.**
- CEO Dave MacLennan is part of 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.

We are committed to addressing the corporate leadership gender gap 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.

In the UK, 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.



I confirm the information and data  
reported is accurate as of 5 April 2018



**Paul Kingston**  
Chairman, Cargill PLC

