



## Cargill UK Gender Pay Report 2019

# At Cargill we put our people first

We believe every employee should be able to bring their whole self to work. And we make this possible by creating an inclusive environment where each person feels welcome, valued and heard. This is manifested in how we think, act, engage and empower others to do the right thing, be their best and drive extraordinary results.

At Cargill, everything begins with **our purpose to nourish the world in a safe, responsible and sustainable way**. Customers choose us for our world of expertise, delivered locally, quickly and reliably in a way that creates value together for them and us. Every day, we connect customers and suppliers to the world by developing personal relationships and setting the bar high on the way we work to deliver economic, social and environmental benefits.

As a truly global company, our workforce needs to **reflect the diversity of the global communities where we operate**. We recognise, appreciate and respect the uniqueness of all employees. And, we value how the wide range of talents and experiences of our employees position us to better solve the needs of 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 two of them, Cargill PLC, which employs the great majority of employees and Sun Valley Foods Limited. 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 the 2019 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

\*The mean gender pay gap is the difference between the average hourly earnings of men and women. 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 2019, Cargill employed approximately 1,300 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 898 employees.





# Our Data

**Cargill PLC** (898 employees) 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.

**Sun Valley Foods Limited** (329 employees) is focused on further processed chicken operations and is primarily a manufacturing business employing the full range of roles.

**EWOS Limited** (73 employees) is focused on our aqua nutrition operations in Scotland and is primarily a manufacturing business employing the full range of 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 greater responsibility, 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.



# Our Data

Measure	Cargill PLC			Sun Valley Foods Limited			EWOS Limited		
	2019	2018	2017	2019	2018	2017	2019	2018	2017
Overall gender split for men and women	70.9% M 29.1% W	70.8% M 29.2% W	68.6% M 31.4% W	64.7% M 35.3% W	67.6% M 32.4% W	N/A N/A	79.4% M 20.6% W	78.4% M 21.6% W	N/A N/A
Mean gender pay gap	2.9%	4.6%	4.3%	17.6%	25.2%	11.7%	-4.1%	15.3%	N/A
Median gender pay gap	8.3%	9.4%	12.3%	9.9%	26.6%	7.4%	-12.2%	0.4%	N/A
Mean bonus & stock options gender pay gap	14.5%	10.6%	33.6%	51.9%	58.3%	61.6%	46.5%	61.4%	N/A
Median bonus & stock options gender pay gap	-38.5%	-33.8%	-7.6%	-9.1%	75.0%	33.3%	26.1%	16.3%	N/A
Proportion of men and women eligible and receiving a bonus or stock option	52.0% M 63.0% W	48.4% M 56.4% W	38.0% M 46.8% W	11.4% M 7.8% W	13.3% M 13.9% W	8.9% M 6.2% W	84.5% M 80.0% W	91.4% M 93.8% W	N/A N/A

## 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
Cargill PLC	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%
	2019	60.6%	39.4%	76.6%	23.4%	79.4%	20.6%	67.9%	32.1%
Sun Valley Foods Limited	2017	51.4%	48.6%	59%	41%	66.7%	33.3%	71.1%	28.9%
	2018	54.5%	45.5%	60.6%	39.4%	66.7%	33.3%	75.8%	24.2%
	2019	58.1%	41.9%	62.3%	37.7%	60.7%	39.3%	75.4%	24.6%
EWOS Limited	2017	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2018	66.7%	33.3%	88.9%	11.1%	77.8%	22.2%	77.8%	22.2%
	2019	83.3%	16.7%	88.9%	11.1%	66.7%	33.3%	76.5%	23.5%

- 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 by business or function
- The four quartiles are worked out based on pay band and show the gender distribution across Cargill PLC, Sun Valley Foods Limited and EWOS Limited

# What are we doing about it?

Incorporating inclusion and diversity into our culture is continuous. We continue to lead with inclusion and hold leaders accountable for achieving our diversity aspirations. 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 boardroom 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 2019, 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 leadership positions globally by 2030.
- Cargill is part of the [CEO Action for Diversity and Inclusion™](#), a CEO-driven coalition of companies committed to advancing inclusion and diversity in the workplace. In partnership with CEO Action for Diversity and Inclusion™, Cargill hosted a Global Day of Inclusion, focused on reducing bias, having open frank conversations and reinforcing a culture where every employee feels welcome, valued and heard.



We are committed to addressing the corporate leadership gender gap and continue to provide sponsorship for women globally, hold leaders accountable to improve parity, and reduce unconscious bias at every level of the organisation. By mitigating unconscious bias in the application, interview, hiring, development and promotions processes, we are removing barriers to ensure everyone has an equal opportunity to succeed.

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.



I confirm the information and data  
reported is accurate as of 5 April 2019.



**Paul Kingston**  
Chairman, Cargill PLC

