

Cargill UK Gender Pay Report 2021

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.

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, driven by our core values of putting people first and doing the right thing, we believe that transparency is 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 committed to continue our focus on the opportunities for women to progress into senior leadership positions at Cargill, and we continue to make progress, as reflected in the 2021 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 employer must report the following:

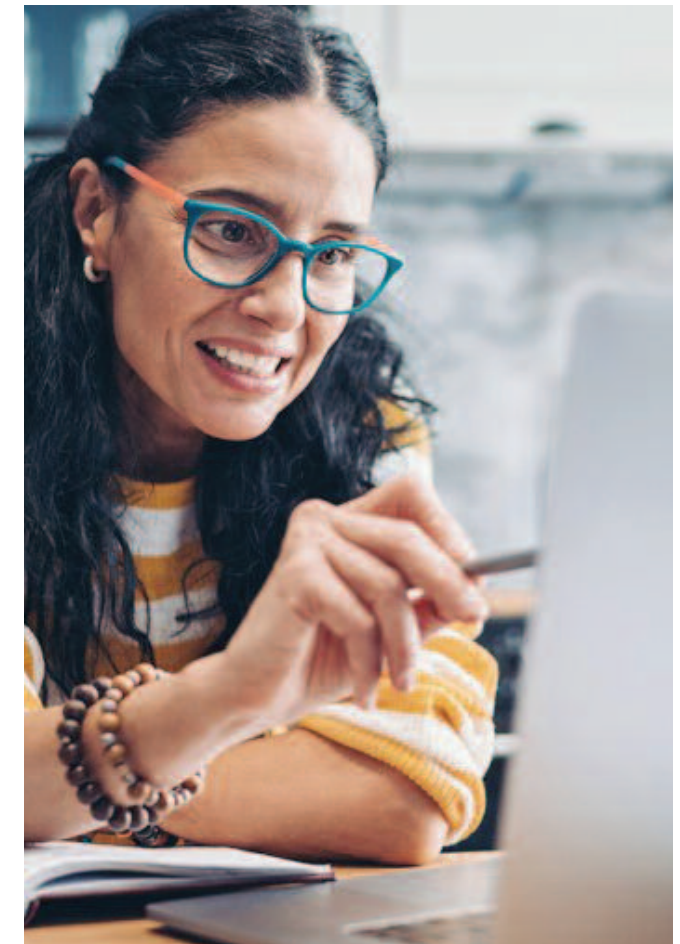
- Mean and median gender pay gap*
- Mean and median gender bonus and stock options gap**
- Proportion of men and women receiving a bonus or stock option
- Proportion of men and women by quartile band

*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 and 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 and stock option gender pay is the difference between the middle value paid to men with that paid to women.

As of 5 April 2021, Cargill employed approximately 1,333 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 937 employees.



Our Data

Cargill PLC (937 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 (322 employees) is focused on further processed chicken operations and is primarily a manufacturing business employing the full range of roles.

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.

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		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
Overall gender split for men and women	69.7% M 30.3% W	70.6% M 29.4% W	70.9% M 29.1% W	62.0% M 38.0% W	62.9% M 37.1% W	64.7% M 35.2% W	80.0% M 20.0% W	80.9% M 19.1% W	79.4% M 20.6% W
Mean gender pay gap	0.6%	0.2%	2.9%	19.1%	15.8%	17.6%	-8.8%	-2.0%	-4.1%
Median gender pay gap	7.2%	6.7%	8.3%	9.6%	6.3%	9.9%	-19.8%	-22.2%	-12.2%
Mean bonus & stock options gender pay gap	21.4%	39.0%	14.5%	68.9%	80.1%	51.9%	-11.0%	3.5%	46.5%
Median bonus & stock options gender pay gap	-194.0%	-25.5%	-38.5%	0.0%	-20.2	-9.1%	-80.7%	-14.2%	26.1%
Proportion of men and women eligible and receiving a bonus or stock option	93.7% M 95.5% W	49.5% M 63.1% W	52.0% M 63.0% W	94.8% M 96.6% W	6.1% M 2.6% W	11.4% M 7.8% W	94.9% M 86.7% W	96.6% M 92.9% W	84.5% M 80.0% W

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	2019	60.6%	39.4%	76.6%	23.4%	79.4%	20.6%	67.9%	32.1%
	2020	60.5%	39.5%	80.0%	20.0%	78.1%	21.9%	66.5%	33.5%
	2021	63.4%	36.6%	77.0%	23.0%	77.1%	22.9%	69.0%	31.0%
Sun Valley Foods Limited	2019	58.1%	41.9%	62.3%	37.7%	60.7%	39.3%	75.4%	24.6%
	2020	56.6%	43.4%	61.3%	38.7%	56.6%	43.4%	80.0%	20.0%
	2021	55.4%	44.6%	64.1%	35.9%	53.8%	46.2%	78.1%	21.9%
EWOS Limited	2019	83.3%	16.7%	88.9%	11.1%	66.7%	33.3%	76.5%	23.5%
	2020	83.3%	16.7%	82.4%	17.6%	77.8%	22.2%	76.5%	23.5%
	2021	77.8%	22.2%	83.3%	16.7%	83.3%	16.7%	70.6%	29.4%

- 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 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 bold actions to build a company where all employees *thrive*.

Gender parity is one of the three focus areas of Cargill's Diversity, Equity and Inclusion (DEI) strategy, refreshed in 2021, with a goal to have women hold 50% of leadership positions globally by 2030.

To achieve our purpose and feed a growing population, we need diverse perspectives at the table, so we can do our best work. That's why we're focused on increasing the diversity of our workforce, creating an inclusive environment and removing barriers to ensure equitable access.

To ensure that the future of food and agriculture is more diverse, equitable and inclusive, we will also focus beyond gender parity on two areas:

- Advance under-represented groups in leadership globally: Regional Diversity Councils have chosen one to two focus areas to ensure under-represented groups have a seat at the table.
- Address anti-Black racism: We are addressing long-standing and systemic racism in target countries, starting in the U.S. and Brazil.

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

- Cargill has increased female top leadership representation with five women on its 12-person corporate executive team in 2021. Cargill remains 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 and we are making strides towards this goal: The number of women in leadership increased by 1.72% from 30.04% in 2020 to 31.76% in 2021 at the global level. In the UK, the number of women in leadership increased by 0.35% from 26.62% in 2020 to 26.97% in 2021.

- 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 for the second year in a row, focused on reducing bias, having open frank conversations and reinforcing a culture where every employee feels welcome, valued and heard.
- **Employees give Cargill high marks on inclusion:** In our most recent engagement survey completed in 2021 by more than 122,000 employees, Cargill scored above Fortune 100 benchmark on comparable questions included in the survey's inclusion

index. This index measures to what extent employees feel valued, can express their opinions openly and feel that their contributions matter. It also measures awareness of the positions that Cargill has taken on equality and social justice.

- Cargill is among the first group of organisations to have our plan approved for the Management Leadership for Tomorrow (MLT) [Black Equity at Work Certification](#) programme. The pursuit of this certification will position Cargill as an employer of choice that is committed to improving diversity in our organisation, suppliers and investments.

What are we doing about it?

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 systematic 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 dedicating one of its three DEI goals to gender parity in 2021, Cargill renewed its commitment to have women hold 50% of leadership positions globally by 2030. We have established an interim aspiration of achieving 40% by 2025 to keep us on pace.



I confirm the information and data
reported is accurate as of 5 April 2021.



Paul Kingston
Chairman, Cargill PLC

