

# Cargill UK Gender Pay Report 2023



# 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 positions us to better solve the needs of our existing and future customers and the communities we serve.

As of 5 April 2023, Cargill has four employing entities in the UK. We are required to publish our gender pay gap for three of them, Cargill PLC, which employs the great majority of employees, Sun Valley Foods Limited and Cargill Bioindustrial UK 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 2023 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 2023, Cargill employed approximately 1,637 people in the UK, based at 17 locations across 14 different businesses. These operations are grouped into four legal entities, the largest being Cargill PLC with 966 employees.



# Our Data

**Cargill PLC** (966 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** (334 employees) is focused on further processed chicken operations and is primarily a manufacturing business employing the full range of roles.

**EWOS Limited** (66 employees) is focused on our aqua nutrition operations in Scotland and is primarily a manufacturing business employing the full range of roles.

**Cargill Bioindustrial UK Limited** (267 employees) is a leading producer of high-performance bio-based plastics, automotive applications, bio-based lubricants and high-performance coatings and is largely a manufacturing business employing the full range of roles. Cargill acquired Cargill Bioindustrial UK Limited on 1 July 2022.

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			Cargill Bioindustrial UK Limited			
		2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021
Overall gender split for men and women	Men	69.6%	71.5%	69.7%	61.2%	61.5%	62.0%	82.3%	83.5%	80.0%	82.6%	–	–
	Women	30.4%	28.5%	30.3%	38.8%	38.5%	38.0%	17.7%	16.5%	20.0%	17.4%	–	–
Mean gender pay gap		-5.4%	-2.3%	0.6%	13.1%	14.7%	19.1%	-6.4%	-2.5%	-8.8%	12.7%	–	–
Median gender pay gap		1.8%	1.5%	7.2%	9.2%	11.7%	9.6%	-0.8%	-18.9%	-19.8%	4.7%	–	–
Mean bonus & stock options gender pay gap		27.9%	28.1%	21.4%	29.8%	59.0%	68.9%	-20.1%	-51.3%	-11.0%	29.0%	–	–
Median bonus & stock options gender pay gap		-38.6%	-38.5%	-194.0%	6.7%	21.7%	0.0%	-18.9%	-87.3%	-80.7%	20.0%	–	–
Proportion of men and women eligible and receiving a bonus or stock option	Men	77.2%	56.0%	93.7%	27.8%	26.7%	94.8%	85.7%	90.2%	94.9%	100.0%	–	–
	Women	73.4%	75.0%	95.5%	20.1%	18.1%	96.6%	50.0%	83.3%	86.7%	97.5%	–	–

- 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.
- There is no data for Cargill Bioindustrial UK Limited for 2021 or 2022 due to Cargill only acquiring the business in July 2022 and the reporting period being April 2022 – April 2023.

# Our Data

## 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>Cargill PLC</b>	2021	63.4%	36.6%	77.0%	23.0%	77.1%	22.9%	69.0%	31.0%
	2022	62.5%	37.5%	79.75%	25.25%	79.7%	25.25%	66.4%	33.6%
	2023	63.2%	36.8%	76.9%	23.1%	73.5%	26.5%	65.0%	35.0%
<b>Sun Valley Foods Limited</b>	2021	55.4%	44.6%	64.1%	35.9%	53.8%	46.2%	78.1%	21.9%
	2022	54.8%	45.2%	59.7%	40.3%	61.3%	38.7%	72.1%	27.9%
	2023	63.1%	36.9%	54.7%	45.3%	56.9%	43.1%	70.3%	29.7%
<b>EWOS Limited</b>	2021	77.8%	22.2%	83.3%	16.7%	83.3%	16.7%	70.6%	29.4%
	2022	88.9%	11.1%	82.4%	17.6%	76.5%	23.5%	82.4%	17.6%
	2023	81.3%	18.7%	81.3%	18.7%	87.5%	12.5%	80.0%	20.0%
<b>Cargill Bioindustrial UK Limited</b>	2021	–	–	–	–	–	–	–	–
	2022	–	–	–	–	–	–	–	–
	2023	83.0%	17.0%	79.0%	21.0%	79.0%	21.0%	88.0%	12.0%

- The four quartiles are worked out based on pay band and show the gender distribution across Cargill PLC, Sun Valley Foods Limited, EWOS Limited and Cargill Bioindustrial UK Limited.

- There is no data for Cargill Bioindustrial UK Limited for 2021 or 2022 due to Cargill only acquiring the business in July 2022 and the reporting period being April 2022 – April 2023.



# What are we doing about it?

Incorporating inclusion, equity and diversity into our culture is continuous. We lead with inclusive and equitable practices, 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 access to 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 with an aspirational goal to achieve gender equity in leadership levels 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 four areas through a holistic lens:

- Improving the plant workplace DEI environment
- Advance progress in under-represented groups
- Cultivate a culture of inclusion and equity
- Deepen supplier inclusion and supply chain equity

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

- Cargill has increased female top leadership representation with six women on its 13-person corporate executive team in 2023. Cargill remains a member of the [Paradigm for Parity](#)<sup>®</sup> coalition, which is committed to addressing the corporate leadership gender gap. Cargill remains 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 1.1% from 33.69% in 2022 to 34.8% in 2023 at the global level. In the UK, the number of women in leadership increased by 2.9% from 26.3% in 2022 to 29.2% in 2023.
- As of March 2022, Cargill is a signatory to the [United Nations Women's Empowerment Principles](#) (UN WEPs) as part of its commitment to promoting gender equality and women's empowerment in the workplace, marketplace and community. Signing the UN WEPs underscores Cargill's commitment to gender equality upon being a responsible global citizen.
- **Employees give Cargill high marks on inclusion:** In our most recent engagement survey completed in 2023 by more than 136,000 employees, Cargill scored above the 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.

# 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 Diversity, Equity and Inclusion goals to gender parity in 2023, 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 2023.



**Paul Kingston**  
Chairman, Cargill PLC

