



Cargill UK Gender Pay Report 2024



At Cargill we put our people first

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.



At Cargill, our ambition is to create equitable access and opportunities for all. We believe every employee should be able to bring their best 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 through our values – do the right thing, put people first, and reach higher – and our behaviours: act as an owner, have a bias for action, and win as One Cargill.

As a truly global company, our workforce needs to **reflect 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 2024, 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 doing the right thing, putting people first and reaching higher, 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 2024 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 2024, Cargill employed approximately 1,647 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 979 employees.



Our Data

Cargill PLC (979 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 (339 employees) is focused on further processed chicken operations and is primarily a manufacturing business employing the full range of roles.

EWOS Limited (67 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 (262 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.

Bonus and salary amounts tend to increase with greater responsibility, and therefore our figures are influenced by a higher proportion of men 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

		Cargill PLC			Sun Valley Foods Limited			EWOS Limited			Cargill Bioindustrial UK Limited		
Measure		2024	2023	2022	2024	2023	2022	2024	2023	2022	2024	2023	2022
Overall gender split for men and women	Men	69.0%	69.6%	71.5%	63.7%	61.2%	61.5%	83.0%	82.3%	83.5%	81.9%	82.6%	–
	Women	31.0%	30.4%	28.5%	36.3%	38.8%	38.5%	17.0%	17.7%	16.5%	18.1%	17.4%	–
Mean gender pay gap		-9.2%	-5.4%	-2.3%	19.4%	13.1%	14.7%	-26.5%	-6.4%	-2.5%	11.4%	12.7%	–
Median gender pay gap		-0.5%	1.8%	1.5%	2.9%	9.2%	11.7%	-27.0%	-0.8%	-18.9%	3.0%	4.7%	–
Mean bonus & stock options gender pay gap		36.2%	27.9%	28.1%	40.5%	29.8%	59.0%	-100.9%	-20.1%	-51.3%	83.6%	29.0%	–
Median bonus & stock options gender pay gap		15.0%	-38.6%	-38.5%	170.0%	6.7%	21.7%	-149.3%	-18.9%	-87.3%	49.0%	20.0%	–
Proportion of men and women eligible and receiving a bonus or stock option	Men	63.4%	77.2%	56.0%	30.6%	27.8%	26.7%	88.0%	85.7%	90.2%	95.4%	100.0%	–
	Women	74.1%	73.4%	75.0%	30.5%	20.1%	18.1%	36.0%	50.0%	83.3%	67.4%	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.
- 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 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
Cargill PLC	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%
	2024	61.9%	38.1%	76.2%	23.8%	74.0%	26.0%	62.8%	37.2%
Sun Valley Foods Limited	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%
	2024	60.0%	40.0%	60.8%	39.2%	57.5%	42.5%	81.0%	19.0%
EWOS Limited	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%
	2024	80.0%	20.0%	86.7%	13.3%	93.3%	6.7%	64.3%	35.7%
Cargill Bioindustrial UK Limited	2022	–	–	–	–	–	–	–	–
	2023	83.0%	17.0%	79.0%	21.0%	79.0%	21.0%	88.0%	12.0%
	2024	71.6%	28.4%	88.3%	11.7%	86.6%	13.4%	78.4%	21.6%

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What are we doing about it?

Our ambition is to create equitable access and opportunities for all

To achieve our purpose and feed a growing population, we need diverse perspectives at the table, so we can do our best work. We will achieve that through our Diversity, Equity, and Inclusion (DEI) strategy, focused on three areas:

- Improving the plant workplace environment
- Cultivate a culture of inclusion and equity
- Deepen supplier inclusion and supply chain equity

Here are just a few of our successes:

- We are embedding DEI practices in the HR processes that support our global network of employees, across supply chain and agricultural communities.
- In our recent 2023 Engagement Survey, 88% of employees have positive levels of engagement and 81% of employees agree that we are creating an inclusive workplace.
- In the UK specifically, we continue to work together with external industry partners to build a more diverse, equitable and inclusive workplace. One such example is the Meat Business Women's Network which seeks to achieve gender equity in the UK meat manufacturing sector, providing our team members with pre-competitive industry networking, mentoring and other educational resources.

We are committed to addressing the corporate leadership gender gap and continue to provide equitable access to opportunities and hold leaders accountable to enable practices that foster inclusion at every level of the organisation. We are ensuring our application, interview, hiring, development and promotions processes have equal opportunities for all.

We continue to focus our recruitment practices so that we have the best pool of candidates for each role. This includes to identify diverse shortlists for senior roles and to ensure there is proportionate representation during the selection process.

I confirm the information and data reported is accurate as of 5 April 2024.



Paul Kingston
Chairman, Cargill PLC



Nourishing the world