



# Cargill UK Gender Pay Report 2025

# At Cargill we put our people first

**At Cargill, our purpose remains at the heart of everything we do: to nourish the world in a safe, responsible and sustainable way.** Our customers choose us for the depth of our global expertise, delivered locally with speed, reliability and a commitment to creating mutual value. Every day, we connect customers and suppliers across the world by building strong relationships and setting high standards in how we work – driving economic, social and environmental progress.



**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, supported by an inclusive environment where everyone feels welcome, valued and heard. This commitment comes to life through our values – *do the right thing, put people first and reach higher* – and through the behaviours we expect from ourselves: acting as owners, demonstrating a bias for action and winning as *One Cargill*.

As a global organisation, we strive for a workforce that reflects the communities in which we operate. We value the unique perspectives, backgrounds and experiences of all employees, recognising that this diversity strengthens our ability to meet the needs of our customers today and in the future, as well as the communities we serve.

**As of 5 April 2025, Cargill has four employing entities in the UK.** We are required to publish our gender pay gap for two of them – Cargill PLC, which represents the majority of our workforce and Sun Valley Foods Limited. Guided by our values and our belief in doing the right thing, we see transparency as fundamental to understanding our improvement opportunities and taking meaningful action. For this reason, this report includes data for all UK employing entities.

Our UK operations span a wide range of product lines and include employees across manufacturing, functional areas and leadership roles. We recognise that many of the industries in which we operate have historically been male dominated, particularly at senior levels. While this challenge extends beyond our organisation,

***we remain fully committed to improving opportunities for women to develop and advance into senior leadership roles at Cargill.*** We continue to make progress in this area, and this year's 2025 results reflect the positive steps we are taking.



# 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:

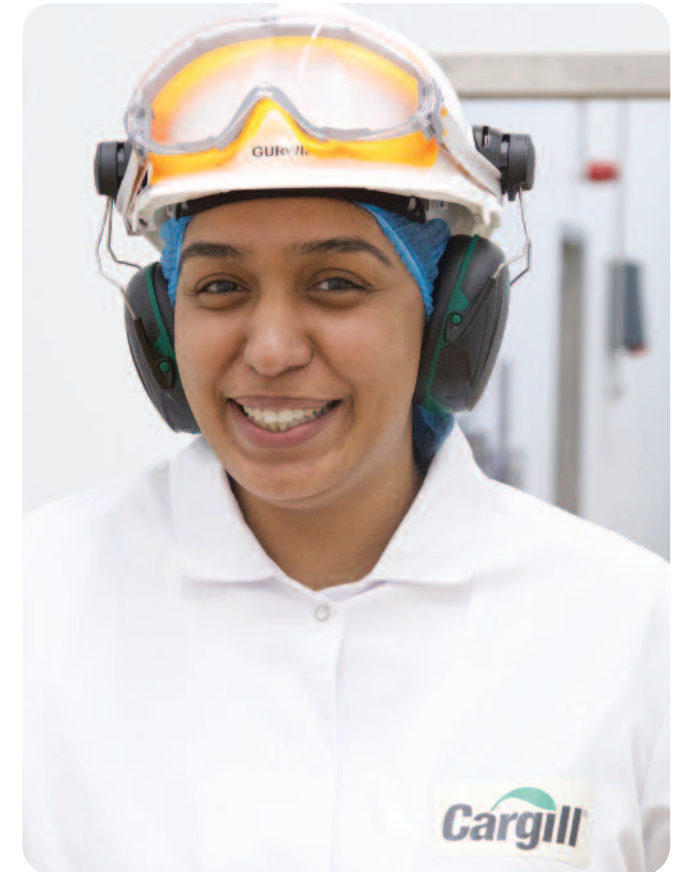
- Mean and median gender pay gap\*
- Mean and median gender bonus and stock options gap\*\*
- Proportion of men and women receiving a bonus or stock option
- Proportion of men and women by quartile band

\* 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 2025, Cargill employed approximately 1,385 people in the UK, based at 15 locations across 14 different businesses. These operations are grouped into four legal entities, the largest being Cargill PLC with 823 employees.



# Our Data

**Cargill PLC** (823 employees) 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** (266 employees) is focused on further processed chicken operations and is primarily a manufacturing business employing the full range of roles.

**EWOS Limited** (62 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** (234 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 for us as an industry going forward.



# Our Data

Measure		Cargill PLC			Sun Valley Foods Limited			EWOS Limited			Cargill Bioindustrial UK Limited		
		2025	2024	2023	2025	2024	2023	2025	2024	2023	2025	2024	2023
Overall gender split for men and women	Men	71.0%	69.0%	69.6%	59.7%	63.7%	61.2%	80.1%	83.0%	82.3%	82.5%	81.9%	82.6%
	Women	29.0%	31.0%	30.4%	40.3%	36.3%	38.8%	19.9%	17.0%	17.7%	17.5%	18.1%	17.4%
Mean gender pay gap		-7.7%	-9.2%	-5.4%	14.4%	19.4%	13.1%	-1.2%	-26.5%	-6.4%	8.3%	11.4%	12.7%
Median gender pay gap		4.0%	-0.5%	1.8%	2.9%	2.9%	9.2%	-10.1%	-27.0%	-0.8%	5.3%	3.0%	4.7%
Mean bonus & stock options gender pay gap		2.9%	36.2%	27.9%	37.8%	40.5%	29.8%	-62.9%	-100.9%	-20.1%	55.2%	83.6%	29.0%
Median bonus & stock options gender pay gap		-18.9%	15.0%	-38.6%	36.6%	170.0%	6.7%	-240.1%	-149.3%	-18.9%	48.4%	49.0%	20.0%
Proportion of men and women eligible and receiving a bonus or stock option	Men	67.3%	63.4%	77.2%	37.1%	30.6%	27.8%	84.0%	88.0%	85.7%	91.2%	95.4%	100.0%
	Women	72.8%	74.1%	73.4%	26.2%	30.5%	20.1%	66.7%	36.0%	50.0%	80.5%	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.

# 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>	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%
	2025	59.1%	40.9%	75.3%	24.7%	77.3%	22.7%	62.1%	37.9%
<b>Sun Valley Foods Limited</b>	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%
	2025	56.8%	43.2%	56.8%	43.2%	62.2%	37.8%	83.8%	16.2%
<b>EWOS Limited</b>	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%
	2025	80.0%	20.0%	78.6%	21.4%	92.9%	7.1%	64.3%	35.7%
<b>Cargill Bioindustrial UK Limited</b>	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%
	2025	70.7%	29.3%	87.9%	12.1%	89.7%	10.3%	82.5%	17.5%

- 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.

# What are we doing about it?

At Cargill, our people including the 155,000+ employees worldwide are central to our purpose of nourishing the world. Closing the gender pay gap is a long-term priority and requires practical actions that address the root causes of under-representation, particularly in senior roles. Our approach combines inclusive hiring, equitable talent development, employee retention, strong leadership accountability, and global initiatives that reinforce equity and inclusion.

## 1. Embedding Inclusion and Equity into talent practices

We ensure equitable access to opportunities through fair, bias-free HR processes. Leaders are accountable for inclusive decision making in hiring, development and advancement. We consider potential bias factors in performance management, talent discussions and succession planning to reduce structural barriers that disproportionately affect women.

Because the gender pay gap is heavily influenced by representation in senior roles, we continue to improve recruitment by:

- Building diverse shortlists
- Ensuring balanced interview and selection processes
- Regularly reviewing hiring practices for fairness

These efforts strengthen objectivity, widen talent pipelines and increase gender diversity, particularly at leadership levels.

## 2. Building an inclusive workplace to drive engagement and retention

We invest in a workplace environment where employees feel valued, heard and able to contribute. Key achievements include:

- Reaching 87% positive engagement in the Cargill 2025 Engagement Survey, supported with continuous listening to enhance employee engagement and leader accountability.
- Hosting our fourth annual Day of Inclusion, which engaged over 7,500 employees across five continents in more than 20 languages.
- In Financial Year 2025 we provided access to Cargill Business Resource Groups generating over 5,400 learning hours globally: raising awareness, sparking curiosity, and building greater understanding.

These efforts build community and support under-represented groups, contributing to long term gender balance.



# What are we doing about it?

## 3. Developing and advancing women through equitable growth opportunities

We strengthen learning and development to ensure all employees have equal access to growth and advancement and can progress into higher paying leadership roles. This includes:

- 3,400+ leaders globally trained on creating safe, inclusive, and engaging workplaces while driving high performance.
- Digital learning platforms available to all professional employees.
- Expanded access to mentoring, coaching, interview preparation and shadowing, together with direct engagement with women to understand progression barriers.
- Supporting development of women through professional networks and development initiatives in collaboration with external partners such as [Meat Business Women](#).

## 4. Supporting wellbeing and removing barriers to progression

We provide comprehensive support that enables employees to prosper, including:

- Mental, social, physical and financial wellbeing programmes and flexible working programmes.
- The Global Employee Assistance Program provides employees with 24/7 support for personal or work-related issues as a wellbeing benefit.
- Providing access to specialised care: Cargill has launched the UK Menopause Initiative offering clinically led support, digital tools, manager training and a focused menopause champion network.

These measures help ensure women are not disproportionately affected by factors that may impact progression.

## Our commitment

Measures to improve the gender pay gap are embedded across our UK business. Through inclusive hiring, leader accountability, bias-free talent processes, equitable development and a culture of belonging, we are taking meaningful, sustained steps to endeavour to increase the representation of women at all levels. These actions are supported by our global People and Culture strategy, reinforcing our commitment to ensuring every employee can prosper at Cargill.

I confirm the information and data reported is accurate as of 5 April 2025.



Samina Kosar  
Senior Director, Cargill PLC



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*Nourishing the world*