



Cargill Ireland Gender Pay Report 2025

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.

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.



Employee attraction, engagement, and retention

We create a workplace where well-being and belonging fuel engagement, helping us attract and retain top talent and build high-performing teams equipped to reach their full potential. Inclusion is part of who we are and how we work. For leaders, this means embedding skills like allyship, coaching, performance-based feedback, and psychological safety into leadership development. And since everyone plays a role in creating an inclusive workplace, we provide educational opportunities and offer nine global business resource groups open to all employees to foster community and connection.

Fair Wages and Working hours

Cargill is committed to providing competitive, fair and equitable pay, which includes a living wage that supports our employees and their families. We are also committed to improving workers' wellbeing through a safe and healthy working environment.

As of 30 June 2025, **Cargill Ireland** employed approximately 68 people at one location in Naas.

Bonus and salary amounts tend to increase with greater responsibility, and therefore our figures are influenced by the higher proportion of men in senior roles.

This trend is not unusual for companies that serve the industries we do; however, it highlights both an opportunity and a challenge for us as an industry going forward.



Our Data

Measure		Cargill Ireland	
		2025	
Overall gender split for men and women	Men	83.82%	
	Women	16.18%	
Mean gender pay gap		-26.25%	
Median gender pay gap		-49.89%	
Mean bonus & stock options gender pay gap		41.07%	
Median bonus & stock options gender pay gap	Men	-46.50%	
	Women		
Proportion of men and women eligible and receiving a bonus or stock option	Men	87.50%	
	Women	100.00%	
Benefit in Kind (BIK)	Men	73.33%	
	Women	26.67%	

- Figures for stock options only reflect those people who have chosen to exercise and be paid their stock option in the data collection year.
- As there are no temporary employees and only one part-time employee, data for these categories is not reported.

Our Data

Cargill Ireland

2025

Measure		
% lower quartile bands	Men	88.24%
	Women	11.76%
% lower middle quartile bands	Men	88.24%
	Women	11.76%
% upper middle quartile bands	Men	76.47%
	Women	23.53%
% upper quartile bands	Men	76.47%
	Women	23.53%

- As there are no temporary employees and only one part-time employee, data for these categories is not reported.

What are we doing about it?

Embedding inclusion into our talent practices

- Our **employee engagement practices** enhance belonging by regularly listening to what matters to our employees and managers and empowering them with resources to consistently live our values and behaviors.
- We integrate bias checks in **performance management and talent discussions** to prompt reflection and accountability in critical decision-making moments like performance reviews, succession planning, and leadership development
- Global Business Resource Group (BRG) events generated more than 5,400 learning hours across the organization during fiscal year 2025, raising awareness, sparking curiosity, and building greater understanding. In addition, our fourth annual Day of Inclusion engaged over 7,500 employees across five continents in more than 20 languages.

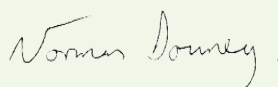
Here are just a few of our successes:

Our HR processes and practices support our mission of ensuring equitable access for all employees.

We are committed 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, external hiring, development, advancements and retention have equitable 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 30 June 2025.



Norman Downey
Business Director
Cargill – Provimi (Ireland)



Cargill®

Nourishing the world