



# ADM Milling Limited (UK)

Gender Pay Gap Report – April 2019



# Introduction

At ADM, we unlock the power of nature to provide access to nutrition worldwide. With industry-advancing innovations, a complete portfolio of ingredients and solutions to meet any taste, and a commitment to sustainability, we give customers an edge in solving the nutritional challenges of today and tomorrow. We're a global leader in human and animal nutrition and the world's premier agricultural origination and processing company. Our breadth, depth, insights, facilities and logistical expertise give us unparalleled capabilities to meet needs for food, beverages, health and wellness, and more. From the seed of the idea to the outcome of the solution, we enrich the quality of life the world over.

ADM established its UK Milling operation, ADM Milling LTD, ("ADM Milling") in 1999. ADM Milling manufactures flour and animal feed and has a head office in Chelmsford, Essex, as well as seven wheat flour mills located around the UK, including a Technical Centre in Avonmouth near Bristol, England.



# Our Values and Vision

We are an equal opportunity employer, fully committed to ensuring that our workplace is free from discrimination. Our hiring, promotion and compensation decisions are not influenced by race, ethnic or national origin, colour, sex, pregnancy, maternity, breast feeding, marital status or civil partnership, religion or belief, age, disability, sexual orientation, gender reassignment, part-time or fixed-term status, trade union activities, or other unlawful criteria.

Since 2017 when ADM Milling was required to start reporting annually on their Gender Pay gap, ADM has created a Diversity and Inclusion Council with representatives across the Globe. *ADM's vision is to have an inclusive culture with a diverse workforce where all colleagues, globally, feel they belong.*



# Our Values and Vision

The company has identified 4 strategic pillars to achieve this vision which include:

- **Leadership, Engagement and Communication** – to ensure senior leaders act as role models with inclusive behaviours and actively communicate about D&I with their teams.
- **Recruitment** – significantly increase the number of women in middle and senior leadership positions.
- **Advancement and retention** – reach gender balance in our global leadership by 2030.
- **Network and sponsorships** – provide internal and external networks to ensure we sponsor high potential diverse colleagues.

ADM encourages colleagues to support the D&I efforts creating belonging by welcoming and getting to know members of their team. Taking steps to mitigate unconscious bias and ensuring inclusivity by accommodating the wishes and needs of others and advocate for colleagues if they witness excluding behaviour. This year the company held a Global Week of Understanding where all team managers within the organization held discussions on diversity and inclusion with their members.



#IncludingYou

# What is the Gender Pay Gap?

Since April 2017, all organisations employing more than 250 people have been required to report annually on their gender pay gap. The gender pay gap is a measure of the difference between men and women's average earnings.

The data contained in this report is based on a snapshot date of 5 April 2019.

This report shows a reduction in our gender pay gap over the last 3 years which demonstrates ADM Millings commitment to reducing the gap.

Gender pay is different from equal pay. Gender pay is not unlawful under UK legislation however, ADM are committed to reducing the gap.

Equal pay however, is governed by the Equality Act of 2010 to which it is unlawful to pay men and women different rates of pay for doing the same or similar type work or work of equal value. ADM Milling complete pay audits each year to ensure we adhere to this requirement.

	2017	2018	2019
Mean	11.90%	11.44%	9.18%
Median	14.10%	13.47%	11.11%

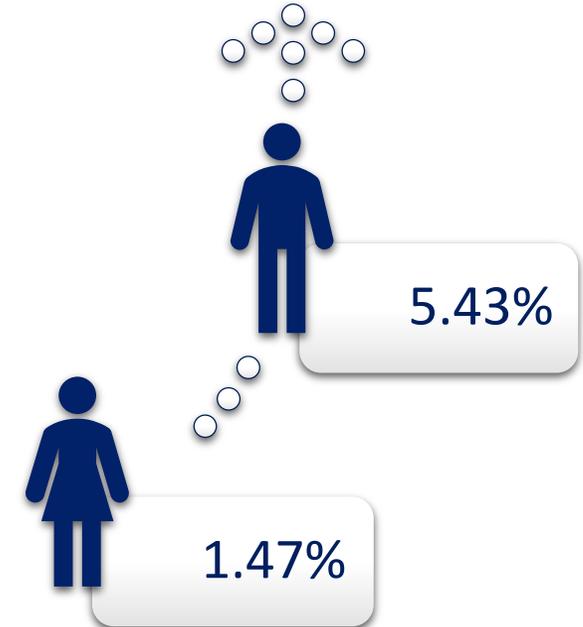
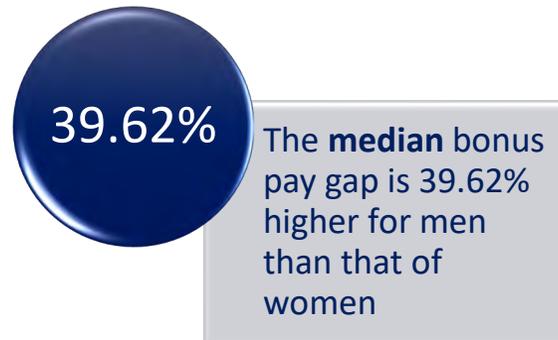


# ADM Millings Gender Pay Results

## Pay Gap

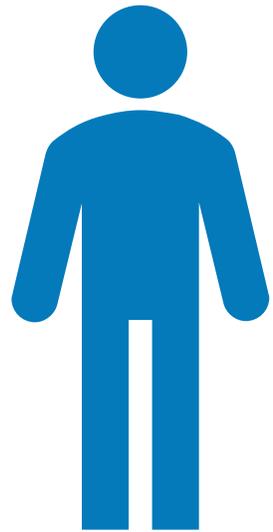
## Bonus Pay Gap

## Proportion of Men & Women Paid a Bonus

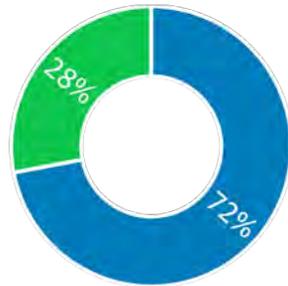


# Pay Quartiles

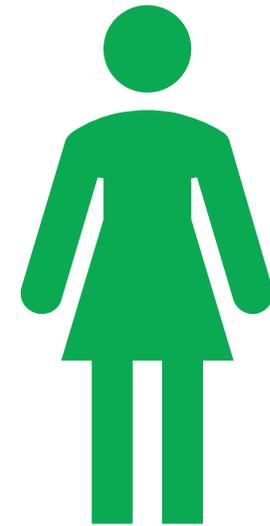
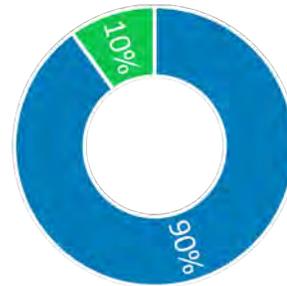
The proportions of relevant male and female employees in the lower, lower middle, upper middle and upper quartile pay bands:



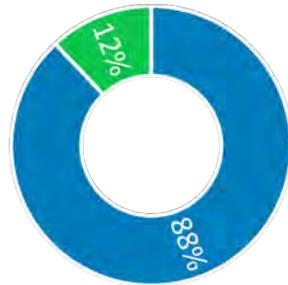
Lower Quartile



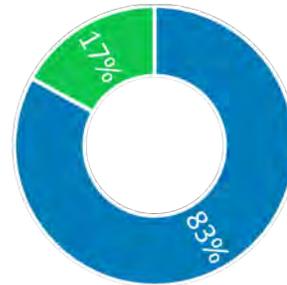
Lower Middle



Upper Middle



Upper Quartile



# Underlying Causes of Gender Pay Gaps

Still nearly 84% of ADM Milling's workforce is male, which means that, even when there is no difference in gender pay on a role-by-role basis, a gender pay gap still exists. The pay gap must therefore be considered in this broader context.

ADM Milling's pay gap is 9.18%, largely due to the fact that we have more men in senior, higher-paying positions in the business.

However, the gap is a reduction of 2.72% from 2017 which demonstrates our commitment to reducing the pay gap within the business.

Our operational roles within manufacturing and distribution—including operators, millers and truck drivers—are typically performed by men who have the capacity to earn additional pay, including shift allowances, early start payments, night payments and weekend premium payments. In addition, very few women apply for these roles, which further widens the pay gap. The majority of our female employees are employed in administrative and technical roles, which offer fewer opportunities to earn pay above a basic salary. Of the 68 females we employ in the business, 20% work part-time. Currently, none of our male employees work part-time.

In addition, a significant proportion of ADM Milling's workforce is subject to collective bargaining agreements, in which pay is determined through negotiations with trade unions. For employees who are not governed by a collective agreement, the company has an annual merit review, in which pay increases are linked to performance against objectives. We do not negotiate individual awards, and our pay system takes no account of gender, or any other protected characteristics.



#IncludingYou

# Bonus Pay Gap

Eligibility for bonus pay in ADM Milling is based both on the seniority of the position (determined by job band), as well as by the job “family” (commercial, operations or support). These criteria are objectively established, regardless of gender.

The proportion of males versus females receiving bonus pay is 5.43% (M) versus 1.47% (F).

This gap results from the fact that bonuses are restricted to senior roles with a heavy focus on commercial positions.

However, the proportion of women receiving a bonus has increased since 2017 (1.30%). Within ADM Milling, there are more men than women in senior commercial roles. However, males and females in equivalent roles with equivalent skills and experience are paid equally.



# Objectives to assist with gender pay

Whilst ADM Milling are making headway to address imbalances within the business we do recognise there is further work to be done to ensure equal representation in the areas where women are underrepresented, specifically in operations, distribution and commercial.

ADM's strategy is to continue increasing the number of women in senior management positions. Currently women represent 14% of our senior managers within ADM Milling which is an area we are looking to increase representation in through building up the skills and experience of our middle managers. We believe this population will serve as a talent pipeline for senior roles in the future. We have our second highest portion of women in the upper quartile, which demonstrates women are progressing into more professionally qualified and senior positions within the business.

Furthermore, in January 2019 ADM's Chairman and CEO signed the Pay for Parity pledge with other global leaders. The pledge shows our commitment to achieve gender parity in ADM's global leadership team by 2030 – which will be driven throughout the company by ensuring women and men have equal status and opportunity in corporate leadership roles.

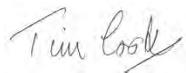
We remain committed to closing the pay gap with the help of a regional diversity council that can provide advice and counsel on diversity and inclusion. The regional council's currently focuses primarily on gender representation. We are implementing a candidate-attraction strategy that promotes diversity and equality to ensure the widest possible pool of candidates. Our aim for every recruitment campaign is to have a diverse interview panel and a diverse range of applicants to interview. We also will look to graduate traineeships and apprenticeships to help us build our pipeline of women leaders. We will also review our gender imbalance in production and distribution to look for initiatives to increase our female population in these areas.

We will continue to develop the diversity training all ADM managers receive to help remove any unconscious bias and to deliver appropriate learning and development tools. These tools can ensure we have suitably experienced candidates who may be considered for promotion into senior roles.

ADM Milling's gender pay gap has reduced from 11.90% to 9.18% since 2017. We believe this shows positive momentum to continue to reduce the gender pay gap.

Therefore we will continue to focus on our processes from hire to retire to assist in attracting and retaining females within the workplace.

I confirm that the information contained in this report is accurate.



Tim Cook, Managing Director

