

An aerial, high-angle photograph of a busy pedestrian walkway. The walkway is paved with large, light-colored rectangular tiles. On the left side, there are two parallel metal tracks for trams. A large, dense crowd of people is walking from the top right towards the bottom left. The people are wearing various colorful clothing, and their movement is slightly blurred, suggesting a long-exposure shot. The overall scene is one of a busy, crowded public space.

# ADM Milling Limited (UK)

## Gender Pay Gap Report

April 2017

# Introduction



Archer Daniels Midland (“ADM”), one of the world’s largest agricultural processors and food ingredient providers, established its UK Milling operation, ADM Milling Ltd, 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.

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 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. This differs from equal pay, which means that men and women in the same employment performing equal work must receive equal pay, as set forth in the Equality Act of 2010. This is the first ADM Milling gender pay gap report, and the data contained herein is based on a snapshot date of 5 April 2017.



# Our Results

## Gender Pay Gap

11.9%

Our **mean** hourly pay gap for women is 11.9% less than men

14.1%

Our **median** hourly pay gap for women is 14.1% less than men

## Gender Bonus Pay Gap

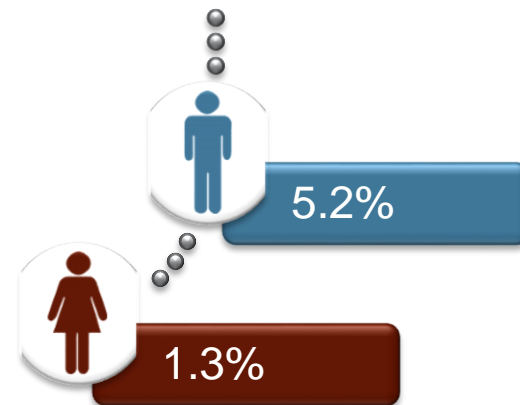
81.6%

The **mean** bonus pay gap is 81.6% higher for men than that of women

31.8%

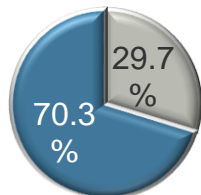
The **median** bonus pay gap is 31.8% higher for men than that of women

## Proportion of Men & Women Paid a Bonus



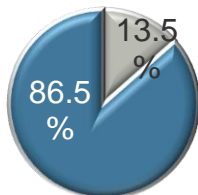
# Our Results

Lower Quartile



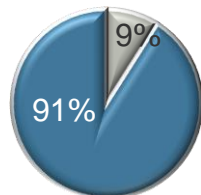
Female Male

Lower Middle Quartile



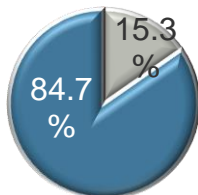
Female Male

Upper Middle Quartile



Female Male

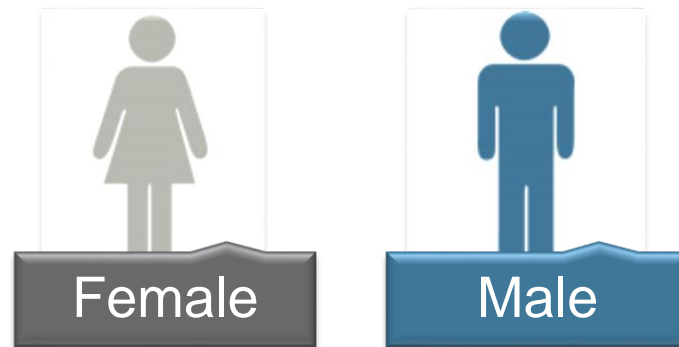
Upper Quartile



Female Male

## Population by Pay Quartiles

This is calculated by organising the pay rates from the lowest to the highest paid employees and splitting them into four equal sized groups. These charts illustrate the percentages of men and women in each quartile.



# Underlying Causes of Gender Pay Gaps



Nearly 85 percent 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 11.9%, largely due to the fact that we have more men in senior, higher-paying positions in the business. Also, 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 roles, which offer fewer opportunities to earn pay above a basic salary. Of the 75 females we employ in the business, 25% 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.

# Bonus Pay Gaps



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 5.2% (M) versus 1.3% (F). This gap results from the fact that bonuses are restricted to senior roles with a heavy focus on commercial positions. 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:

ADM Milling is making progress to address imbalances within the business, which has led to an increase in female representation within the senior management group from 11% to 20% over the past 5 years. ADM's strategy is to continue increasing the number of women in senior management positions by building up the skills and experience of our middle managers, where we currently have 30% female representation. We believe this population will serve as a talent pipeline for senior roles in the future.

Employees in the upper quartiles are more professionally qualified compared to those in lower quartiles and the upper quartile has the second largest population of females across the four quartiles.

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

current focus is on gender representation. We are implementing a candidate-attraction strategy that promotes diversity and equality to ensure the widest possible pool of candidates. We also will look to graduate traineeships and apprenticeships to help us build our pipeline of women leaders. Moreover, we will build upon 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.

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



**Tim Cook, Managing Director**

23rd March 2018