



Ingredion.

INCLUSION: **OUR INGREDIENT FOR** **BELONGING AND GROWTH**

DEI Report 2022



Ingredion

We understand that to progress our Diversity, Equity, and Inclusion (DEI) journey, we must be intentional and focused on our culture, measure our improvements, identify our opportunities, and seek partnerships that make a difference.

In our third DEI report, we will share how we continually improve against our goals. We will spotlight our people, our culture, our programs, and our partnerships. This will showcase how DEI is important to how we grow and innovate in our business while living our values and purpose. We know this is a journey and not a destination, so we strive to improve each year to impact our employees, our industry, and our communities.

DIVERSITY

is about representation of all varied identities and differences.

EQUITY

is about ensuring all people have fair access, opportunity, resources, and are empowered to thrive.

INCLUSION

is about creating a collaborative and open-minded environment where everyone feels they truly belong and can grow.

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a message
from our
CEO

It is once again my honor and privilege to introduce Ingredion's Diversity, Equity, and Inclusion (DEI) Report. This is our third consecutive report—and it details the goals, activities, and achievements from our DEI journey in 2022.

We've chosen the theme *Inclusion: Our Ingredient for Belonging and Growth*. We've selected these words to stress the importance of continually cultivating an inclusive culture that is underpinned by our values and purpose.

One of our core values is Everyone Belongs. Ensuring belonging has long been an important focus of our efforts—and inclusion truly is the ingredient that makes it possible to drive performance and growth in every area of our business. As we individually and collectively pursue living our values, we also focus on being a purpose-driven organization. Ingredion positions itself to bring the potential of people, nature, and technology together to make life better for our employees and the communities where we live and operate.

THE HEART OF THE BUSINESS CASE

I used that phrase in my opening remarks last year because it makes an essential point: Our DEI commitment remains more than just words on a page or the sharing of feel-good activities. Diversity, Equity, and Inclusion is at the very heart of what we stand for as a business.

As I often reinforce within our organization, diversity and belonging are key pillars of our broader All Life sustainability framework. We see a strong connection between the enthusiasm for DEI and a passion for doing good in our local communities through our sustainability actions. As you will learn on the following pages, we continue to make progress against our goals and public commitments—and we continue to invest in programs internally and externally that provide opportunities across the business. Our efforts also enable us to build the momentum for our programs by celebrating our progress and achievements.

For instance, for the third consecutive year, the Human Rights Campaign (HRC) awarded Ingredion in Mexico the Equidad MX: Programa Global de Equidad Laboral certification and Ingredion was an inaugural recipient of the 2022 Food Ingredients Europe Innovation Award for Diversity and Inclusion Innovation. We also expanded our Business Resource Group (BRG) participation last year, while launching two new groups.

Strategic partnerships are an important part of our DEI strategy. We understand that it takes all of our stakeholders to continue to advance and make an impact. In 2022, we aligned with industry organizations and customers to make advances in our efforts and to share our journey and practices to support others earlier in their journey.

IMMERSIVE UNDERSTANDING

I was personally reminded of the importance of our DEI journey in March of 2022 when members of the Executive Leadership Team visited Tulsa, Oklahoma to participate in an immersive cultural and educational experience. Our discussions with key leaders at the Tulsa Shared Service Center and visits to important cultural centers helped deepen our understanding of the city's history and resilience after the race massacre of 1921.

Other activities covered in this report include our ongoing work with CEO Action for Diversity & Inclusion—internally referenced as Ingredients for Inclusion series—and the 5-Year Celebration of our Alliance of Black Employees (ABLE) (which I was honored to be its founding sponsor) and Women of Ingredion Network (WIN) BRGs.

PEOPLE MAKE THE DIFFERENCE

In the following pages of this year's report, you will see details about the progress we continue to make toward some clearly articulated goals. Just as importantly, you'll be introduced to some of our employees who make an impact and contribute to building our inclusive culture.

Every day, our employees are bringing their experiences, skills, creativity, and passion together for the good of all. We hope you enjoy hearing their stories as much as we enjoy sharing them.



James P. Zallie
JAMES P. ZALLIE (HE/HIM)
President and CEO

Unlocking potential

At Ingredion, we believe that our purpose and values are the fertile soil for how we deliver value to our employees and our customers. They are the north star that guides our behaviors, and informs how we interact with customers, suppliers, and each other.

Our purpose states that “We bring the potential of people, nature, and technology together to **make life better.**” We hold ourselves to the highest standards in ethics, safety, quality, and sustainability.

Our All Life Sustainability strategy includes diversity, equity, inclusion, and belonging as part of its framework and aligns to our value—Everyone Belongs. We embrace diversity and proactively cultivate an inclusive work culture where each person is respected, valued, and feels celebrated for the uniqueness they bring.

diverse talent

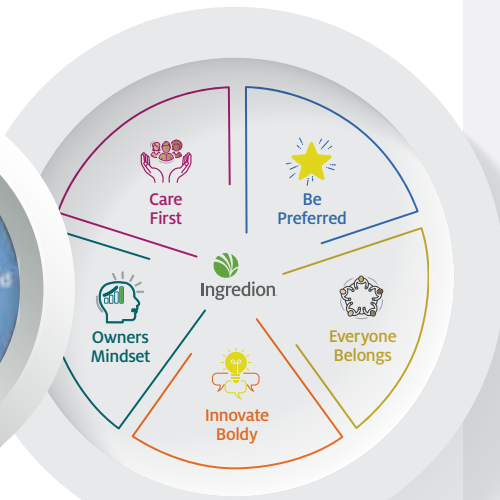
inclusive culture

strategic partnerships



We understand the importance to our customers, colleagues, and the world of connecting DEI to all aspects of our All Life framework. This report provides several examples of how we're aligning individual efforts with our company-wide mission.

LARRY FERNANDES (HE/HIM)
Senior VP, Chief Commercial and Sustainability Officer and Executive Sponsor for NEXT



DEI STRATEGIC PILLARS

Diverse Talent

Focusing on the composition of our workforce, ensuring that we are representative of the communities where we operate and serve.



Inclusive Culture

Ensuring our culture is inclusive through the leadership programs we offer, our BRGs, policies, practices, and processes.



Strategic Partnerships

Partnering with organizations that align to our mission and key social causes.



OUR VALUES

Care First

We actively work to safeguard and enable the wellbeing of our people, the quality of our products, and our reputation for trust and integrity.

Everyone Belongs

We embrace diversity and proactively foster an inclusive work environment where each person is valued and feels inspired to contribute their best.

Innovate Boldly

We courageously strive for breakthrough innovations driven by our relentless curiosity, bold thinking, speed of decision-making, and agile execution.

Owner's Mindset

We think and act like owners—where everyone takes personal responsibility to anticipate challenges, proactively search for opportunities, and make fact-based decisions that are in the best interest of the company.

Be Preferred

We earn the right to be customer-preferred by delivering mutual enduring value at every touchpoint of the customer experience.



01



2022

Diverse Talent



Diverse Talent

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Our people are the ingredient to our success that cannot be duplicated

Our commitment to diverse talent is about creating the right opportunities at the right time and helping our people succeed in their roles. The results on this page provide an unvarnished glimpse at where we are making significant progress, as well as those areas where more work remains to be done.

01

Achieve global gender parity at the manager level and above by 2030.

02

Achieve 38% Black, Indigenous, People of Color (BIPOC) representation at the manager level and above by 2030 in the U.S.

03

Reach industry inclusion benchmark on global employee engagement survey by the end of 2025.

Gender Representation of Global Employees

Women representation at manager and above

2021 **35.3%** 2022 **36.8%**

Director and above

2021 **29.1%** 2022 **31.4%**

Executive and above

2021 **23.6%** 2022 **21.7%**

Age Groups (New)

Under 30 years old: **13.6%**

30-50 years old: **63.7%**

Over 50 years old: **22.7%**

Independent Board of Directors

36.4% Women representation

18.2% Racial/Ethnic diversity

100.0% over 50 years old

Racial and Ethnic Breakdown of U.S. Employees

Manager and above

BIPOC

2021 **24.5%** 2022 **27.8%**

Asian

2021 **9.1%** 2022 **9.7%**

Black

2021 **5.9%** 2022 **5.6%**

Hispanic/Latinx

2021 **8.1%** 2022 **11.1%**

Other

2021 **1.5%** 2022 **1.3%**

Numbers reported are in alignment with the Global Reporting Initiative (GRI) standards 405-1



Diverse Talent

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Pay Equity

We believe providing a holistic total rewards package contributes to a valuable employee experience and helps us attract and retain employees. We are committed to equal pay for equal work, regardless of gender, race, ethnicity, or other personal characteristics. To deliver on that commitment, we benchmark and set pay ranges based on local market data and consider various factors such as an employee’s role and experience, job location, and performance when establishing individual pay levels. We regularly review our compensation practices to promote fair and equitable pay.

With the support of an independent third-party expert in this field, we conduct global pay equity reviews for salaried employees comparing employees in the same pay grade within a country/area to identify any unsupported distinctions in pay between employees of different genders and races (as permitted by local country law).

Our 2022 global analysis encompassed almost 5,000 employees across 39 countries. From this analysis, we found no systemic issues and no negative pay gap between male and female employees. In the United States, we also review pay for salaried employees in the same pay grade by race/ethnicity (Asian, Black, and Hispanic/Latinx). The 2022 independent analysis found no systemic issues and no negative pay gap between non-white and white employees.

Underpinned by our Care First value, a holistic rewards package also includes benefits that focus on the wellbeing of our employees and their families. We continue to evolve our programs to meet our employees’ health and wellness needs. We provide access to medical, welfare, and retirement benefits and offer programs to all employees that support overall wellbeing, including paid parental leave and caregiver leave, as well as financial, physical, and mental health resources.



Numbers reported are in alignment with the Global Reporting Initiative (GRI) standards 405-2

02



2022

Inclusive Culture





Inclusive Culture

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To have an inclusive culture, you need to be intentional, data-informed, and proactive. You also need to ensure your programs, platforms, and practices are inclusive and equitable for all employees.

Development programs takeoff

In 2022, we expanded the investment in our talent to reach people globally. As we continue to mature on our DEI journey, we seek to naturally integrate DEI into everything we do. This includes a focus on inclusive leadership for our leadership development programs and a focus on microaggressions as part of required business integrity courses.

ABLE COACHING PROGRAM: We worked with Powerful Penny to host a series of professional development workshops and introduce coaching circles to a select group of our Black talent to enable them to take greater ownership of their careers.

GROW ESSENTIAL SKILLS FOR MANAGERS: A global manager training program designed to build a manager’s foundational skills to lead individuals and teams effectively and engage/retain our talent.

LEADERSHIP, EXCELLENCE, AGILITY, PERFORMANCE (LEAP): A global mid-level leadership development program that is designed to prepare and enable employees for senior-level roles in the company by utilizing a blended learning approach over a multi-month journey.

MCKINSEY: Ingredion continued the partnership with McKinsey’s Connected Leaders Academy, which equips future leaders with peer networking and sponsorship that helps our leaders achieve their aspirations as well as new capabilities, mindsets, and behaviors. We currently have leaders enrolled in the cohorts for Black leaders, Hispanic/Latinx leaders, and Asian leaders.

THE SHE-SUITE BRAND LEADERSHIP INSTITUTE: We continued our partnership with The She-Suite for our second cohort of diverse and cross-functional groups. This 24-week journey is the female-focused initiative of Velvet Suite, a renowned leadership innovation firm.



I had been looking for an opportunity to increase my business acumen but had concerns juggling school, work, and home. This program was a perfect fit for me—the content was relevant to my day-to-day work and helped me to understand different aspects of our business. Beyond that, the opportunity to collaborate with my colleagues was valuable in building connections and expanding my network.

MABEL C. (SHE/HER)
Project Leader, Technical Development



The McKinsey Management Accelerator not only helped me sharpen my skills in problem solving and knowledge in corporate strategy, but it also helped me expand my network inside and outside of Ingredion. I was thrilled with the opportunity to connect with many leaders in the Latino community. Many of the stories people shared had common elements and reminded me of my own story.

VIN C. (HE/HIM)
Manager, Supply Chain Systems



We all have competing priorities and challenges to face, both in our professional and personal lives; however, being given the opportunity to take part in McKinsey’s Black Management Accelerator Program afforded me the chance to take a deep dive into areas of the business that I may not be involved in on a regular basis. Not only was the content insightful, it was also easily applicable to my day-to-day responsibilities and I’m able to walk away with valuable tools to continue my growth and development. I was able to connect and build relationships with others within Ingredion who I may not have met otherwise!

TIERRA B. (SHE/HER)
Program Manager, Internal Audit

DEI

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VISIT TO TULSA PROVES IMMERSIVE AND EDUCATIONAL

Members of the Executive Leadership Team participated in an immersive cultural and educational experience during a visit to the Tulsa Shared Service Center, taking time to connect with community leaders and local Ingredion employees. After a tour and meeting at the newly refreshed Shared Service Center office space, the group was led by Mary Williams, author and founder of the Black Wall Street Art Gala, in visiting Tulsa cultural centers and learning about the legacy of the city’s race massacre in 1921. This immersive experience helped expand and move forward each of our leader’s individual DEI journeys.

INGREDION EDUCATIONAL FOUNDATION

Ingredion established a scholarship program to assist a number of employees’ children who plan to continue education in college, university, or vocational school programs. Scholarships are offered each year for full-time study at an accredited institution of the student’s choice.



AWARDED 19 SCHOLARSHIPS IN 2022



It was a personally emotional experience to join our executive team on the immersive visit to Black Wall Street in Tulsa. We learned, discussed, and reflected on the tragic events of 1921. The trip reinforced for me that our DEI work is integral to our purpose, and that respecting and celebrating each other’s diverse experiences make us all better, individually, and collectively.

SHERRI DUBLIN (SHE/HER)
VP, DEI, Culture, Internal Communications, and Talent Acquisition



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INGREDIENTS FOR INCLUSION

In 2017, Ingredion joined the CEO Action for Diversity & Inclusion™ coalition and committed to cultivating a trusting environment where all ideas are welcomed and employees feel comfortable and empowered to have discussions about diversity, equity, and inclusion. Our CEO, Jim Zallie, joined the discussions, sharing his own perspective to the topic being addressed.

In 2022, we introduced Ingredients for Inclusion as our standing series for these spaces. We started our series on April 2022 with the session “*Harnessing the Power of Uniqueness and Belonging to Engage Talent*” led by Dr. Stefanie Johnson. Our colleagues were able to take part in a virtual Walk of Understanding, facilitated by Translator, creating a safe space to share stories and an opportunity to reflect on how privilege has impacted their life experience. The series concluded in December 2022 with a webinar on how DEI Drives Innovation, Growth, and Performance.

DEVELOPING FUTURE LEADERS

Through Ingredion’s Internship Program, university students apply their classroom knowledge to make meaningful impacts across Ingredion offices, idea labs, and manufacturing sites. In 2022, Ingredion hosted 72 U.S. Interns & Co-Ops with representation from 44 universities and organizational involvement with the Society of Women Engineers, Society of Hispanic Professional Engineering, National Society of Black Engineers, and Institute of Food Technologists. University relationships are essential to the success of our early talent programs, and Ingredion is proud to partner with North Carolina A&T University as a presidential sponsor, as well as focusing our HBCU recruitment strategy with the institution as a core university.

The Ingredion Global Talent for Operations Program is designed to provide recent Operations (Engineering, Quality, and Supply Chain) graduates the opportunity to build a superior foundation in operations and grow organically through the Ingredion organization. GTO Associates are guided through a three-year rotational program in either manufacturing or supply chain. This program not only sets a strong pipeline for future leaders, but also increases the diversity of women and BIPOC employees at Ingredion.



Building connections through our regional DEI Councils

Our four regional Diversity Councils are composed of business leaders, human resource partners, and select Business Resource Group (BRG) leaders. Twice a year we bring all of the councils together to hold our Global Diversity Council meetings.

In 2022, our councils designed and held week-long events that focused on empowering and equipping employees with skills and knowledge to provide opportunities to connect, learn, focus on wellbeing, and strengthen connections across all our employee populations.





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Expanding our Business Resource Groups

As an essential element to our DEI strategy, our Business Resources Groups (BRGs) continued to grow and expand in 2022. With the launch of a new BRG platform, Affinities by Telescope, we can now measure the reach, resonance, and impact of our BRG program.

In 2022, we hosted our second BRG Leadership Forum. In addition to providing BRG leaders with best practices from experts, it also featured resources to enhance leadership skills and opportunities to expand professional networks.

WE SAW THE EXPANSION OF EMPOWERED, PRIDE, AND NEXT TO NEW REGIONS:

EMPOWERED
Empower Employees with Disabilities

**EMEA LAUNCH
NOVEMBER 2022**

NEXT
Network of Early Talent

**NORTH AMERICA
EXPANSION INTO
MEXICO JULY 2022**

PRIDE
at Ingridion

**APAC LAUNCH
DECEMBER 2022**

+10%

OF OUR GLOBAL
EMPLOYEE
POPULATION
BECAME MEMBERS
OF A BRG PROGRAM
AT THE END OF 2022



HOSTED **150**
GLOBAL EVENTS



ENGAGED **4K**
EMPLOYEES





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Our BRGs



ABLE

Alliance of Black Employees

FOUNDED: 2017
MEMBERS: 225

MISSION

To recruit, advance, and retain Black employees at Ingredion through dialogue, development support, and active engagement in matters important to the mutual interest and success of Ingredion and members of the group.

KEY ACCOMPLISHMENTS

- Engaged with community and built brand awareness at Indiana Black Expo
- Continued coaching cohort and professional development
- Celebrated Black History Month with theme “Black Health and Wellness”
- Observed Black History Month in the NA region
- Held keynote event with Justice Informed: *Psychological Safety and the Importance of BRGs with Xavier Ramey*
- Launched mentoring program for Black employees in Operations in Brazil



To receive the CEO Awards last year was important to show to Ingredion employees how DEI is important, and how ABLE's actions are making the difference. Also, expanding ABLE in the Andean region was a great achievement.

ISABELA R. (SHE/HER)
Specialist, Platform Technical Lead - Plant Based Proteins





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Our BRGs



ADAPT

Asian Diaspora and Pacific Islanders Together

FOUNDED: 2022
MEMBERS: 70

MISSION

Unify Ingredion’s Asian community where we celebrate our diverse talent and culture along with our allies towards the continued pursuit of our company’s growth, diversity, and success.

KEY ACCOMPLISHMENTS

- Celebrated Asian American and Pacific Islander Heritage Month for the first time at Ingredion at launch of BRG
- Celebrated Diwali across multiple locations in the U.S.



The launch of our ADAPT BRG expands our cultural dimension in our DEI journey. It is important to recognize that the Asian population is the largest portion of the world population, and they are taking leading positions in the largest global economies. Understanding the history, behaviors, and preferences puts us in a position to be more inclusive and to extract the best potential, be it with work colleagues, customers, or partners. Asian culture is everywhere, not only in the APAC region, and the influence this population has in the U.S. is undeniable. Let’s immerse ourselves to get to know this culture better for a better understanding of our own world!

VALDIRENE EVANS (SHE/HER)

Senior Vice President and President, Asia-Pacific, and Global Head of Pharma, Home and Beauty, and Executive Sponsor for ADAPT



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Our BRGs



EMPOWERED

Empower Employees with Disabilities

FOUNDED: 2021
MEMBERS: 114

MISSION

Make Ingedion an employer of choice for People with Disabilities.

KEY ACCOMPLISHMENTS

- Recognized Autism Awareness Month and Affinity month in April including events that highlighted visible and invisible disabilities
- Hosted keynote speaker on Empowering Your Awareness and Disability Etiquette
- Held collaborative event EMPOWERED Technology & What's NEXT on accessibility in technology
- Sponsored Do4Them race in Brazil



INSPIRE

Ingedion's Network for Supporting Intercultural Relations & Exchange

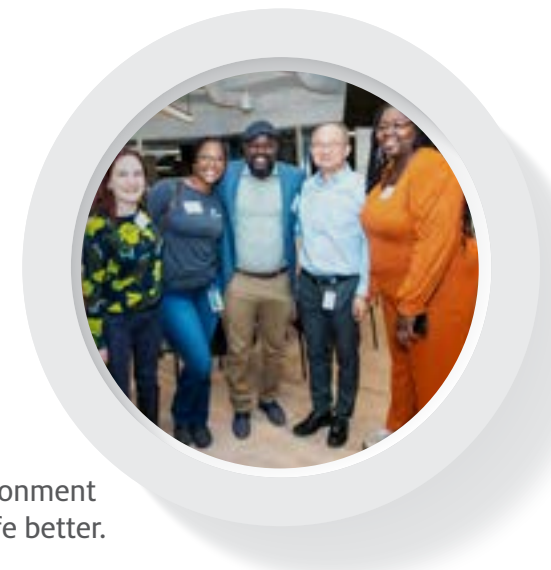
FOUNDED: 2019
MEMBERS: 136

MISSION

Embrace cultural diversity for an inclusive environment to unlock the full potential of people to make life better.

KEY ACCOMPLISHMENTS

- Observed International Day of the World's Indigenous People in August
- Hosted Café Plural Cultural Diversity: *A Personal Experience by Rosa Pereira*
- Organized Diverse Colors of Ingedion Art Competition



INSPIRE is keeping no bounds to create a culturally inclusive environment. Speaking of the last year, INSPIRE had brought to the discussion, both conscious and unconscious biased behaviors which I believe is an extremely intricate topic. People felt more confident in sharing their rich and diverse culture and there had been an immense acceptance and respect towards each other's cultural identities.

SUMAIRA G. (SHE/HER)
Innovation Specialist



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Our BRGs



LIDER

Latinx of Ingression for Development, Education and Recognition

FOUNDED: 2021
MEMBERS: 102

MISSION

Lead the organization to achieve greater business results through the inclusion of Latin American talent and cultures.

KEY ACCOMPLISHMENTS

- Observed Hispanic Heritage Month
- Held Food, Family, & Love event featuring Masa Madre Latinx entrepreneurs from The Hatchery
- Organized “Dance for Your Health” event



NEXT

Network of Early Talent

FOUNDED: 2019
MEMBERS: 411

MISSION

As a support community for early talent, we will inspire new ways to communicate, develop, learn, and grow professionally at Ingredion.

KEY ACCOMPLISHMENTS

- Observed NEXT’s affinity month globally in alignment with National Intern Day in July
- Hosted Lessons with Leaders Series
- Promoted Plant Based Protein Cook Off
- Executed Jingle and Mingle networking event



Since 2020, countless employees (including me!) have started new jobs remotely and struggled to connect with their colleagues. Leading NEXT is a way for me to help welcome early talent and build relationships between new and seasoned Ingredion employees. We have an amazing team here, and I want to make sure new employees love coming to work each day.

GABRIELLE L. (SHE/HER)
GTO Associate, Supply Chain



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Our BRGs



FOUNDED: 2019
MEMBERS: 327

MISSION

PRIDE at Ingredion and its allies promote a safe, open, and inclusive environment aimed at empowering the LGBTQ+ community in order to bring the value of authenticity in the workplace to the forefront.

KEY ACCOMPLISHMENTS

- Observed PRIDE month globally in June
- Created popular events, including the Allyship Leadership Panel featuring Jim Gray and other senior leaders and the PFLAG event What the +: *Understanding and Supporting Expansive LGBTQ+ identities*
- Expanded Culture Club featuring movies and books that feature LGBTQ+ themes
- Expanded participation in PRIDE parades around the world



“
Seeing PRIDE become a truly global team with the launch of a new chapter in our APAC region last year was amazing. It proves to me that, though the support needed in each region varies, the work we do is both appreciated and needed. It is my belief that both allies and the wonderfully diverse community that is the LGBTQIA2S+ has a space here at Ingredion and we, as PRIDE leaders, are being encouraged to do more year over year to ensure that space is enshrined within the culture of the organization.

HARPER H. (HE/THEY)

Global Flavor Applications and Technical Service Leader, PureCircle by Ingredion





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Our BRGs



FOUNDED: 2022
MEMBERS: 79

MISSION

Inclusively connect Military, Veteran, Military Families, and their allies by being the voice of the community, to support transitions from the Military to Civilian life, to sustain a balance between Military and Civilian commitments, and establish a community that attracts, develops, and retains top Military talent.

KEY ACCOMPLISHMENTS

- Observed Veteran’s Day with activations throughout the month
- Hosted “Meet the Vets” employee-panel that honored those who served, and their families, and learned about their transition to Civilian life
- Shared Fun Fact Quiz on knowledge of the branches of the Military



Launching SERVE has been an incredibly meaningful way of celebrating and inclusively connecting our Military, Veterans, Military Families, and their allies. I'm also thrilled about our partnership with American Corporate Partners, which has enabled our colleagues to begin valuable mentorships and to source and recruit Military talent. More to come in 2023 as we grow the SERVE BRG!

RAMESH T. (HE/HIM)
Director, Marketing & Digital Communications





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Our BRGs



FOUNDED: 2017
MEMBERS: 563

MISSION

Build an inclusive network that empowers BIPOC, white, LGBTQIA+ women, and women with disabilities, along with their allies (including men and non-binary individuals) to realize their full potential.

KEY ACCOMPLISHMENTS

- Observed International Women’s Day globally and Women’s History Month in the United States
- Hosted keynote event with customer activations globally
- Ran Breast Cancer Awareness Pink Ribbon Campaign
- Held “50 Ways to Fight Bias Workshop”
- Launched Job Share in EMEA
- Executed “Male Allies” panel session
- Added uniforms for pregnant women in South America
- Awarded first ever Food Ingredients Europe (FIE) Diversity and Innovation Award
- Delivered virtual session to promote technical professions to female students on Girls Day



It was an honor to represent Ingedion together with Samantha Renovato in front of the jury for the FIE Innovation Awards.

To receive the FIE award for Ingedion’s DEI and specifically WIN activities means a lot to me. It shows the relevance of the topic and that our activism and hard work is recognized and valued not only within Ingedion but also in the industry.

It shows that we are not doing this only to develop as a company, but that we also have an impact on the industry we are working in. We are collaborating closely with our customers through the LEAD Network in EMEA which gives us the opportunity to learn and share, but also to strengthen the relationship with our key customers.

We still have a way to go to achieve gender equality, but this award shows we are on the right way!

MADELEINE F. (SHE/HER)
Senior Technical Service Technologist



2022

03



Strategic Partnerships



Strategic Partnerships

At Ingredion having a positive community impact in the areas in which we operate is an essential part of our DEI journey. We continue to form strategic partnerships with key organizations.

MAKING A DIFFERENCE WITH SUPPLIER DIVERSITY

We remain committed to supplier diversity and are early in our journey, we are proud to see a:



53.8%
INCREASE IN OUR
SUPPLIER DIVERSITY
SPEND VS. THE
PREVIOUS YEAR

2022

**U.S. Diverse
Supplier Spend**
YTD Percentage Spend
(by classification)



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I have seen firsthand the power of a diverse set of external partners, and having a robust Supplier Diversity program is a key enabler, not only of our DEI strategy, but as an overall business strategy. While at Ingredion we are in the beginning stages of our Supplier Diversity journey, we understand the importance of bringing diverse suppliers into our supply base, as it will ultimately drive innovation for our customers, lead to a broader and positive impact in the communities we serve and operate, and unleash the power of a supply base that mirrors the potential, creativity, and possibilities that come from diversity.

JAVIER E. (HE/HIM)
Vice President, Global Procurement





Aligning to advance our strategy with impactful partners

We understand that no organization can go on its DEI journey alone. It takes key partnerships to advance the work inside the organization, as well as externally. We align and join other organizations such as:

Strategic Partnerships

2019



This CEO diversity pledge involves a set of practices to promote effective workforce communication, raise awareness of unconscious bias habits, and create preventative measures. By signing the pledge, CEOs agree to make inclusion and diversity part of their company culture.

2020



The Paradigm for Parity® coalition is a community of business leaders dedicated to addressing the corporate leadership gender gap. As a member of the coalition, our goal is to achieve gender parity at the manager and above level by 2030.

2021



Ingredion has joined more than 300 companies in signing the Hispanic Promise in 2021. Launched at the World Economic Forum in 2019, the first-of-its-kind national pledge aims to create a more inclusive workplace that advances and celebrates Hispanic/Latinx employees, consumers, and communities.



LEAD is an organization with over 60 participants. In 2021, we signed the LEAD Network's pledge to accelerate gender parity and drive inclusion in the European retail and consumer packaged goods (CPG) industries.



An organization that focuses on key employability projects aimed at employing people with disabilities in Brazil.

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Aligning to advance our strategy with impactful partners continued

2022



As part of the launch of SERVE military BRG in 2022, we partnered with ACP to focus on helping returning-Veterans and active-duty spouses find their next careers through one-on-one mentoring, networking, and online career advice.



Our connection with IFT is important in facilitating change in our industry. In 2022, Ingredion established a DEI-specific partnership, sharing best practices and BRG frameworks with their network. They provide a forum for connecting professionals, technologists, and students who have a passion for food to collaborate, learn, and contribute to innovative solutions for the benefit of all people around the world.



In 2022, we joined the Out & Equal organization to strengthen our initiatives on LGBTQ+ workplace equality. In order to foster a feeling of belonging, it is important to create inclusive spaces that foster growth and encourages the development and performance for all our employees.



In 2022 Ingredion finalized a partnership with the Institute of Food Technology (IFT), an organization based in Chicago which has a thriving community of 12,000+ passionate scientists, innovators, investors, and students extending to 90+ countries who are dedicated to advancing the science of food to feed our planet now and into the future. It has been great to share Ingredion's journey in DEI and learn from other organizations with various in-person and online events.

MARCO V. (HE/HIM)
Vice President Strategy and Chief of Staff, Americas and North America Diversity Council Co-Lead





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Finding purpose in our communities

Our commitment to communities is a crucial part of our purpose. Being a global organization, it is the actions of our teams that are the recipe for making an impact locally as well as globally.

From supporting the victims of the Turkey and Syria earthquakes to volunteering at local food banks or packing meals for seniors and children, our purpose is powered by our people. For example:



Ingredion has teamed up with Partners for Care to purchase water storage tankers and backpacks, providing children at 32 schools in Marsabit, Kenya with clean drinking water.



After 18 months of development, Ingredion Africa helped to commercialize a shelf-stable, micronutrient-fortified porridge drink to help combat hunger and malnutrition with school children in Kenya. Collaborating with several organizations, the project aimed to improve school attendance and nutrition for children living in arid regions of Kenya and informal settlements in Nairobi. The pilot project supported 5,000 children in three counties, and in 2023 is expected to provide nearly 8 million servings.

For the third consecutive year, Ingredion South Africa achieved certification in a governmental program designed to encourage businesses to integrate Black South Africans in the workplace, support Black-owned and operated businesses, and give back to Black communities affected by years of apartheid.



The flagship of Ingredion South Africa's Broad-Based Black Economic Empowerment Act (B-BBEE) program is a focused social development, supplier development, and enterprise development program, echoing the Care First and Everyone Belongs values. As part of this journey, educational support has been a key focus through partnerships with the African Leadership Academy, the Forest Town School for special needs children, and the Quali Books mobile library service. In addition, Ingredion South Africa has supported Black women-owned small businesses and Black-owned suppliers.



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Additional outreach to impact communities

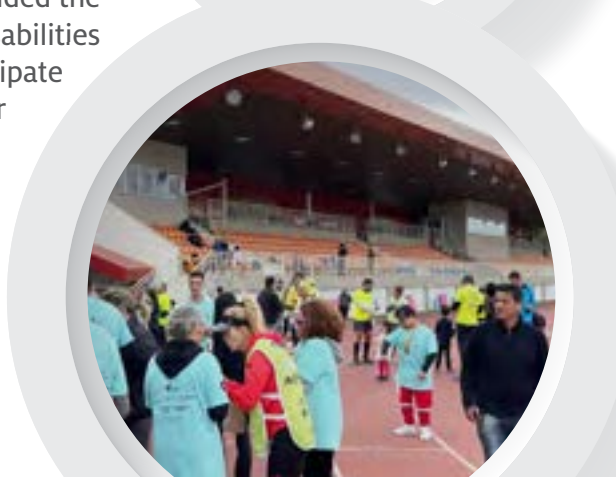
We organized the World Food Day across several sites in Thailand last year. With the international theme of *Safer Food, Better Health*, we visited schools in our communities and taught students about Food Safety/Hygiene and provided them with a special lunch and other donations. Ingredion leadership teams and ASEANI Leadership members in Bang Na also joined in the events.



Ingredion Brasil was one of the sponsors of the 2nd Race of Dreams. This Do4Them race honored athletes with disabilities and allowed our employees to support the athletes during the race.



In addition, the race also brought a new perception of Paralympic sport to everyone and provided the inclusion of people with disabilities who want to and can participate in running events and other activities.



Argo Community High School is making history by erecting a life-sized bronze sculpture honoring the life and work of Mamie Till-Mobley, mother of Emmett Till. Ingredion proudly sponsored the creation of the Argo Higher Education Foundation Mamie Till-Mobley and Emmett Till Memorial and Mamie-Till Mobley Scholarship.





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Organizations and alliances we support



Throughout the year we collaborated with the Hatchery, a nonprofit food business incubator in community events, hosting several of the entrepreneurs at our corporate headquarters, including our Juneteenth celebration.



Committed to basic human rights for the most vulnerable people in society.*



Ingredion partnered with SENAI to provide customized training to upskill women in the community and prepare them for jobs in manufacturing.



Dedicated to exposing girls in Chicago, ages 10-18 years old, to science, technology, engineering, and math (STEM).*



Provides 24/7 crisis support services to LGBTQ+ youth.*

*Featured organization in our annual Give Campaign



The engagement with Chicago High School of Agricultural Sciences is fully aligned to Ingredion's purpose and sustainability agenda. In addition to sponsoring an annual scholarship, we participate in the annual Career Day and Senior Exit interviews.



Support the mission building girls of courage, confidence, and character.



Inspires all girls to be strong, smart, and bold.





Recognition as a measure of our progress

We are proud of the recognition we have received around the world. Thank you to all our global employees who make this possible every day.

Important Recognitions



5th consecutive year



2nd consecutive year ranking for Ingredion Mexico



Ingredion Mexico in "Súper Empresas" Ranking 2022

Ingredion Mexico involved in Super Women's Companies 2022



First Time winner for WIN BRG for Food Ingredients Europe Diversity & Inclusion Innovation Award



2 years: Certified Top Employer in Thailand and Singapore Companies 2022



1 year: Certified Great Places to Work in Brazil, Colombia, and Peru

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At Ingredion we are committed to gender equality; and like our vision and values, these are not just words but reflections of our actions. It gives me a great sense of pride to have, for four consecutive years, one of our women leaders selected by the Manufacturing Institute to receive the prestigious "Women Make America" award. This is a reflection of the capability and commitment not just of our women leaders but in Ingredion as a whole.

ERIC SEIP (HE/HIM)
SVP Global Operations and CSCO and Executive Sponsor for WIN





a message
from our
CHRO

Our Path Forward

Thank you for taking the time to read our Diversity, Equity, and Inclusion Report. We are proud to share details about our DEI journey. Personally, nothing's more enjoyable than shining a spotlight on our company's goals, successes, employees, culture, programs, and partnerships. Despite a year of transition and a dynamic talent market—last year was a time of resiliency and impact for Ingredion.

As our theme highlights, inclusion is an essential ingredient for our growth. In 2022, we saw our employee engagement score increase by three points and our inclusion score rise by two points from April to November. We are proud of this increase but understand that we have more to do.

Of course, 2022 is only one more chapter in our ongoing DEI story—and reflecting on the growth we achieved this past year only makes me more enthusiastic for what lies ahead. As a company, we are determined to continue living our purpose of making life better for all. We understand this is a journey rather than a destination as we strive to improve each year to make an impact on our employees, our industry, and community.

As we look to make strides in 2023, we look forward expectantly to all the ways our employees will continue to connect, engage, and make a difference in daily interactions, learning experiences, and community-impacting activities. As I've mentioned before, inclusion happens in everyday moments and encounters. It's those connections that create a sense of belonging for everyone, regardless of our differences. We will continue to be intentional in enhancing a culture of inclusion, provide opportunities that celebrate our diversity, and demonstrate our values through actions. Our efforts are aimed at ensuring that our people feel respected, valued, heard, and supported and have opportunities that help them develop, grow, and thrive at Ingredion.

I look forward to the impact we will continue to make—together!



A handwritten signature in black ink that reads "Nancy Wolfe".

NANCY WOLFE (SHE/HER)
SVP and Chief Human Resources Officer
and Executive Sponsor for SERVE

2022 Diversity Data

The data in this report has been prepared for a broad range of stakeholders, including, but not limited to, our employees, customers, prospective employees, suppliers, and investors. All data is reported as of December 31, 2022.

The inclusion of information in this report should not be construed as a characterization or an admission regarding the materiality or financial impact of that information for purposes of U.S. securities law. For additional information regarding Ingredion, please see our current and periodic reports with the Securities and Exchange Commission, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q.

We do not independently verify information that is self-reported by third parties. Further, the data contained in this report has not been audited or verified by any third party. While such data represents the best information available at the time of publishing this report, it is subject to certain limitations related to, among other things, the data collection processes in place at the time such data was collected. Our data collection processes continue to evolve and enhance over time.

This report contains or may contain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. The Company intends these forward-looking statements to be covered by the safe harbor provisions for such statements. These statements are based on current circumstances or expectations, but are subject to certain inherent risks and uncertainties, many of which are difficult to predict and beyond our control. Although we believe our expectations expressed or implied in these forward-looking statements are based on reasonable assumptions, investors and others are cautioned that no assurance can be given that our expectations will prove correct. Our forward-looking statements speak only as of the date on which they are made, and we do not undertake any obligation to update any forward-looking statement to reflect events or circumstances after the date of the statement as a result of new information or future events or developments.



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2021

Consolidated U.S. Employer Information Report (EEO-1)

(2022 data will be published in line with the EEOC deadline (mid-July 2023))

CATEGORIES	TOTAL NON-MINORITY	TOTAL MINORITY	TOTAL WOMEN
Executive/Senior Officials and Managers	74.0%	26.0%	24.7%
First/Mid-Level Officials and Managers	72.6%	27.4%	41.0%
Professionals	66.6%	33.4%	48.7%
Technicians	65.9%	34.1%	46.3%
Administrative Support	67.7%	32.3%	56.6%
Craft Workers	65.2%	34.8%	6.3%

2021 TOTAL **67.4%** **32.6%** **29.3%**

Total percentage is based on a US workforce of 2,353. Figures may not sum to total due to rounding.

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