



Ingredion.

Be what's next.

Diversity  
Equity &  
Inclusion:  
Everyone Belongs  
2020 REPORT

# A JOURNEY OF CONTINUED GROWTH

At Ingredion, our commitment to diversity, equity, and inclusion (DEI) is grounded in our core values. We strive to create a culture of inclusion and belonging where diversity is celebrated and embraced to cultivate innovation—and unlock value in our business. It’s about talented, caring people, coming together to collaborate around our shared employee value proposition to be ALL IN. As we learn to understand our similarities and differences, we grow together to make life better—for our people, customers, and community—in a constantly changing world.

We believe that a nurturing culture of inclusion and belonging attracts the best and brightest, enabling growth and innovation for our teams and business. That’s why we have included diversity and belonging as a key pillar in our broader **All Life** sustainability platform, which maps out specific goals and milestones for our DEI journey ahead.

Our DEI efforts are built on data and insights that have been in place for many years. In the fall of 2019, months before the social unrest of 2020, we completed work on Deloitte’s D&I Maturity Model to help identify gaps and opportunities in our overall DEI approach. This foundational work, in part, drives the achievements noted in this report.

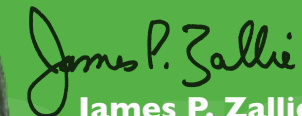


**Elizabeth Adefioye**  
CHRO

For DEI to be sustainable and thrive, it must exist independent of and endure beyond the latest news and trends; it also must relate to the impact of the external environment. The pivotal events of the past year have increased the urgency. As a team, Ingredion leaders and employees have accelerated efforts to address racial inequities in the workplace, the disproportionate impact of COVID-19 on black and brown communities and the racism and xenophobia experienced by the Asian-American community also due to the pandemic.

While we are making progress toward being a company where every one of us can empathetically listen, be seen and heard, respected, and appreciated for our similarities and the uniqueness that we bring, we know our journey to grow together continues.

This report reflects the dedicated work of our Regional DEI Councils to spearhead our DEI efforts, with a strong desire to address head-on the most important issues we face. We remain inspired by our people’s efforts — volunteers, members of Business Resource Groups and everyone else who makes positive change real through their daily interactions. Together, they are helping to bring a core Ingredion value to life and ensure that “**Everyone Belongs.**”



**James P. Zallie**  
President and CEO





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COMMUNITY  
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# FOUR GOALS AND MILESTONES

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## 01

Achieve 100% on the Human Rights Campaign Foundation's Corporate Equality Index as an employer of choice for LGBTQ+ employees by the end of 2022.

## 02

Reach industry benchmarks for inclusion and belonging indicators on our employee engagement survey by the end of 2022.

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## 03

Improve representation of women in management with a goal of gender balance by 2030.

## 04

Improve representation of Black, Indigenous, People of Color (BIPOC) at the management level.

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### **BLOOMBERG GENDER-EQUALITY INDEX 2018 – 2021**

Recognized for the fourth consecutive year for commitment to diversity and equity, joining 380 companies across 11 sectors.

### **HUMAN RIGHT'S CAMPAIGN FOUNDATION'S CORPORATE EQUALITY 2021**

Earned a near-perfect score of 95 out of 100 for policies and practices related to LGBTQ+ workplace equality.

### **WORLD'S MOST ADMIRABLE COMPANIES FORTUNE MAGAZINE 2009 – 2021**

Recognized for 12 consecutive years for our reputation as a purpose- and values-driven employer, a preferred global supplier, and a responsible corporate citizen.



HOW WE DEFINE DEI

# DEFINITIONS MATTER

They help everyone better understand the task at hand and map the road forward. At Ingredion, we define Diversity, Equity and Inclusion in the following ways:



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## DIVERSITY

**(n):** the representation of all varied identities and differences, the visible and invisible [race, ethnicity, gender, age, (dis)ability, sexual orientation, gender identity, nationality, education, etc.].

## EQUITY

**(n):** fairness in access to the information, resources and opportunities needed for individuals to succeed. We believe in equity over equality because equality (commonly defined as providing the same opportunities for everyone) doesn't account for the reality that we neither start nor exist on a level playing field. To achieve equity, policies, practices and procedures might require focus of both resources and opportunities to redress disparities and disadvantages.

## INCLUSION

**(n):** the building of a culture of belonging where every individual or group is and feels welcomed, respected, supported, valued, and able to fully participate.

**In my 30+ years at Ingredion, I've never been more optimistic and encouraged by our commitment to DEI than today. We are truly transforming our culture through education, best practice sharing, employee empowerment, leader accountability, and targeted actions that progresses us to a position where DEI is viewed not just as an initiative with a good ROI but also as a way of life that is right to do from a humanitarian perspective. DEI is and must continue to be woven into the DNA of Ingredion to 'make life better.'**

*Marcus Payne, Co-Chair of Global DEI Council, Vice President, Global Environment, Health, Safety & Security*





# FAR-REACHING STRUCTURE

Our Global DEI Council includes representation from each of our Regional Councils, as well as the seven Business Resource Groups (BRGs) throughout the company and around the world.

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



Recruits, advances and retains Black employees through dialogue, development, support and active engagement in matters important to the mutual interest and success of both the company and members of the group.



Promotes a safe, open and inclusive environment, aimed at empowering the LGBTQ+ community by leveraging allies to bring the value of authenticity in the workplace to the forefront.



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



Fully embraces DEI to connect our people around the world and enable our multicultural organization to make life better across the globe—for us, for our customers and for our communities.



Makes Ingredion a reference in Professional Inclusion, Equal Opportunities, Accessibility and Quality of Life for people with disabilities.



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





# THE PILLARS

THAT INFORM  
ALL ACTIVITIES

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Our DEI strategy is aligned with our overall purpose as a company to “bring the potential of people, nature and technology together to **make life better.**”

**Everyone Belongs** is one of the core values related to that purpose and forms the foundation for our four strategic DEI pillars. For each, we continually ask ourselves several key questions.





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# 01

## DIVERSE TALENT



### KEY QUESTIONS

Have we widened our outreach efforts to achieve more diverse candidate pools?

Are we promoting diverse talent or historically underrepresented groups at an equitable rate?

Are we providing high potential talent from underrepresented groups internal coaches, sponsors and external coaching opportunities?

Have we identified and addressed bias in critical talent activities?

# 02

## INCLUSIVE WORKPLACE



### KEY QUESTIONS

Have we created an inclusive culture where each individual is afforded the same rights and opportunities, is treated fairly and respectfully, and feels safe to express themselves authentically and inspired to contribute their best?

Are leaders committed to and held accountable for making diversity, equity and inclusion Ingredion's business priority?

# 03

## SUPPLIER DIVERSITY



### KEY QUESTIONS

Are we collaborating with procurement to build a supplier diversity strategy with dedicated resources for implementation?

Are we providing education around DEI and the potential impact of unconscious bias in procurement processes?

# 04

## COMMUNITY PARTNERSHIP



### KEY QUESTIONS

Are we building relationships with community organizations that advance the rights of vulnerable groups in the community?

Are we building and strengthening relationships with associations dedicated to the enhancement and development of educational and economic empowerment of diverse talent?





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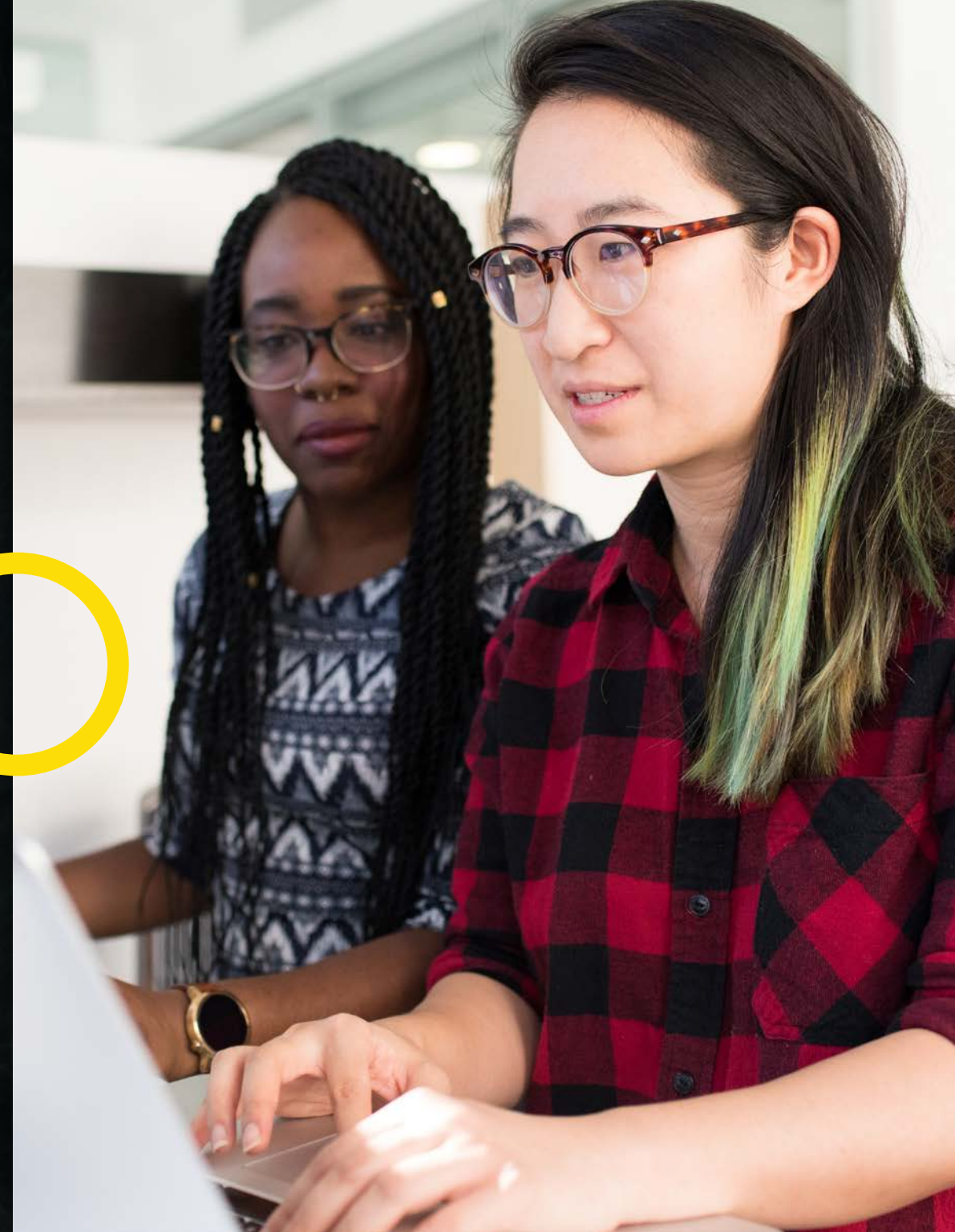
SUPPLIER  
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# 01 | DIVERSE TALENT:

## GOALS, PROGRESS & ACTIVITIES

Across all regions, we seek to identify diverse talent and take the steps necessary for their development and long-term success--as a key pillar in our DEI strategy. To achieve this, we have four goals.





## 2020 PROGRESS: GOAL #1

**Widen outreach efforts to achieve more diverse candidate pools and recruit from the universities that we have not recruited from in the past.**

**01**  
DIVERSE  
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**01**

### **Added new target school partnerships**

with North Carolina A&T and Chicago State University (both Historical Black Universities) to our 20 existing partnerships focused on recruiting more diverse early talent.

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**02**

**Hired a 2021 intern** from North Carolina A&T.

**03**

### **Furthered partnership with WayUp**

to virtually brand Ingredion and source more diverse early talent hires from more than 400 new campuses and minority organizations compared to historic on-campus target school strategy.

SUPPLIER  
DIVERSITY

**04**

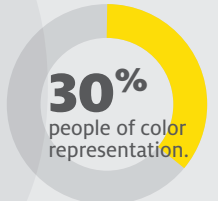
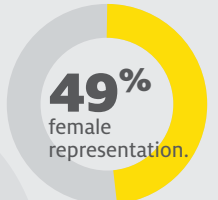
### **Attended three new National Diversity Conferences and Career Fairs**

(Historical Black Colleges and Universities Career Marketplace, Society of Hispanic Professional Engineers, and oSTEM) in addition to the Society of Women Engineers.



**05**

With an intentional focus our award-winning program yielded:



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**We continuously strive to strengthen the diversity of our teams because it helps us not only create a positive employee experience, but also achieves stronger and better business outcomes.**

*Angela Faria,  
Director, Global Culture and Employee Experience*





## 2020 PROGRESS: GOAL #2

**Prioritize hiring and promoting individuals from historically underrepresented groups at Ingredion.**



## 2020 PROGRESS: GOAL #3

**Provide high potential talent of underrepresented groups internal coaches, sponsors and external coaching opportunities.**

# 01

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01

**Expanded metrics for measuring diverse slates globally**, ensuring that our Leadership Development programs are gender and racially balanced.

02

**Launched a pilot program** of Advancing Black Leaders in North America.

01

**Announced first class of 12 women in the Brand Leadership Institute (BLI)**, a leadership readiness program focused on the advancement of all women and women of color in partnership with Velvet Suite, Inc.

02

**Hosted executive level Female Talent Talk forum** to commit to development actions for high potential females and emerging talent.

03

**Entered or coached 17 women** identified in the 2020 Talent Talk focused on women in commercial and innovation careers.





# 2020 PROGRESS: GOAL #4

## Identify and address bias in critical talent activities.

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01

**Unconscious bias training** provided to leadership teams across North America prior to talent discussions.

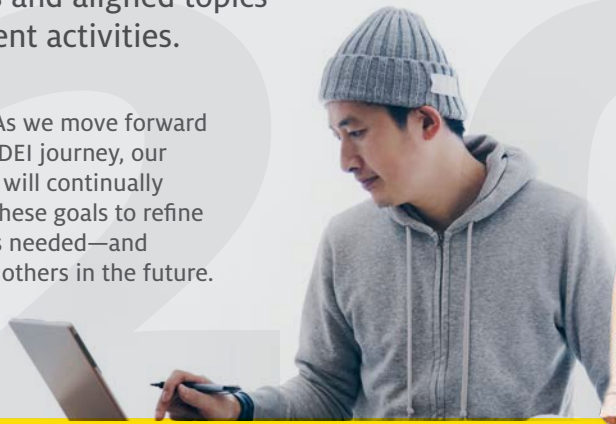
02

**Continued Inclusive Leader discussions** with senior leaders and started engagements with plant managers.

03

**Improved courses offered around DEI** topics and aligned topics to talent activities.

**Note:** As we move forward on this DEI journey, our Council will continually revisit these goals to refine them as needed—and include others in the future.



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# GENDER REPRESENTATION OF GLOBAL EMPLOYEES

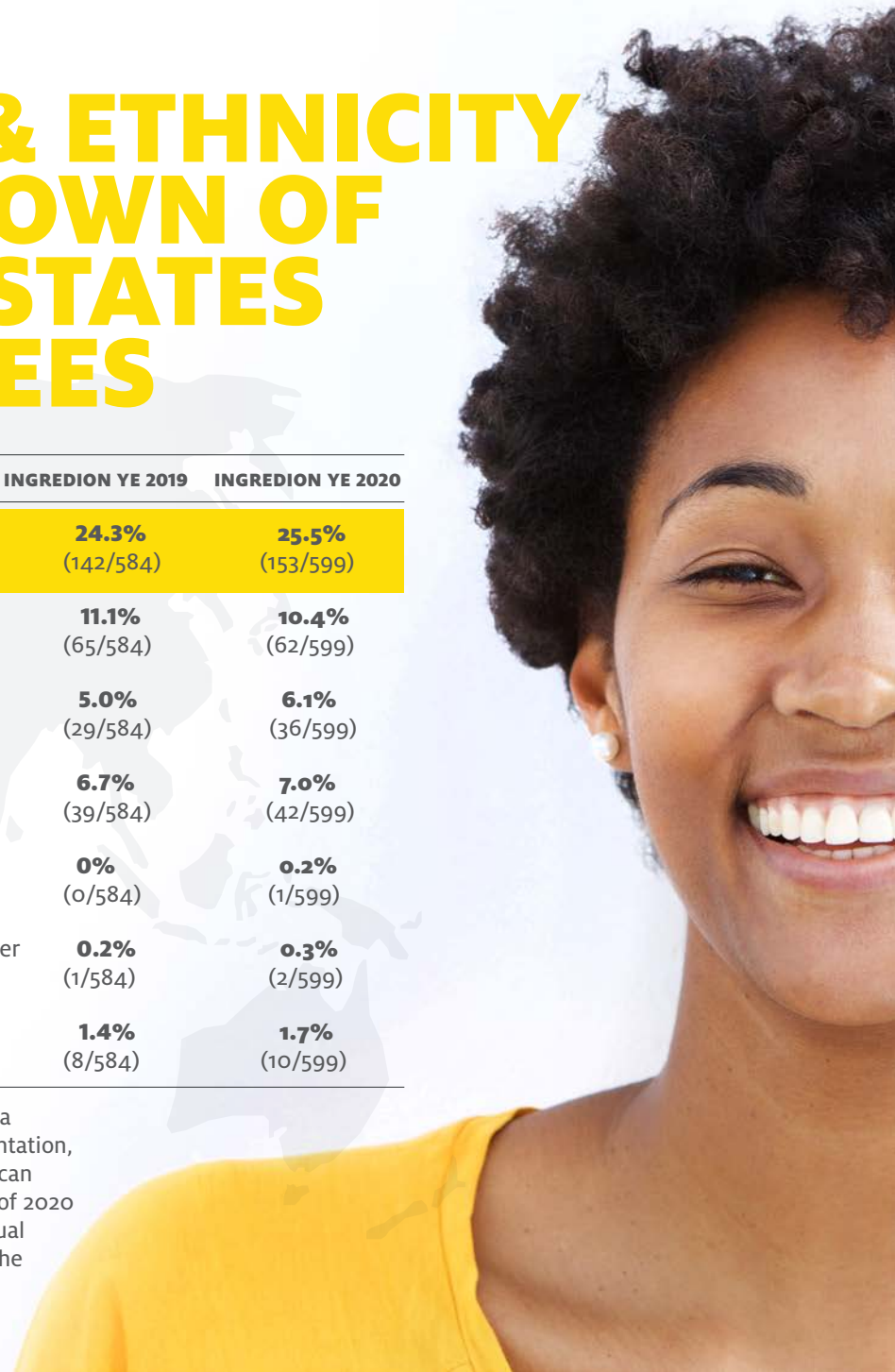
WOMEN REPRESENTATION	INGREDION YE 2019	INGREDION YE 2020
Women ( <b>Executive and above</b> )	<b>14.5%</b> (8/55)	<b>21.7%</b> (13/60)
Women ( <b>Director and above</b> )	<b>24.9%</b> (75/301)	<b>25.9%</b> (83/321)
Women ( <b>Manager and above</b> )	<b>31.9%</b> (482/1510)	<b>33.2%</b> (531/1600)
Women ( <b>Professional and above</b> )	<b>36.7%</b> (1707/4647)	<b>38.2%</b> (1902/4985)
Women ( <b>Associate and above</b> )	<b>19.6%</b> (2095/10671)	<b>21.2%</b> (2473/11678)

**Note:** Our gender parity goal is at the manager level and above, including all women globally at manager, director and executive level. When we set our gender parity goal at 50% by 2030.

# RACIAL & ETHNICITY BREAKDOWN OF UNITED STATES EMPLOYEES

RACE & ETHNICITY ( <i>Manager and above</i> )	INGREDION YE 2019	INGREDION YE 2020
BIPOC (US only)	<b>24.3%</b> (142/584)	<b>25.5%</b> (153/599)
Asian	<b>11.1%</b> (65/584)	<b>10.4%</b> (62/599)
Black or African American	<b>5.0%</b> (29/584)	<b>6.1%</b> (36/599)
Hispanic or Latinx	<b>6.7%</b> (39/584)	<b>7.0%</b> (42/599)
American Indian or Alaska Native	<b>0%</b> (0/584)	<b>0.2%</b> (1/599)
Native Hawaiian or Other Pacific Islander	<b>0.2%</b> (1/584)	<b>0.3%</b> (2/599)
Two or More Races	<b>1.4%</b> (8/584)	<b>1.7%</b> (10/599)

**Note:** While we have not yet established a specific long-term goal for BIPOC representation, we made a commitment to our Black/African American employees during the summer of 2020 to increase BIPOC leadership and set annual goals to track our progress, especially at the manager, director and executive levels.





DIVERSE TALENT

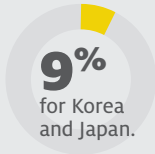
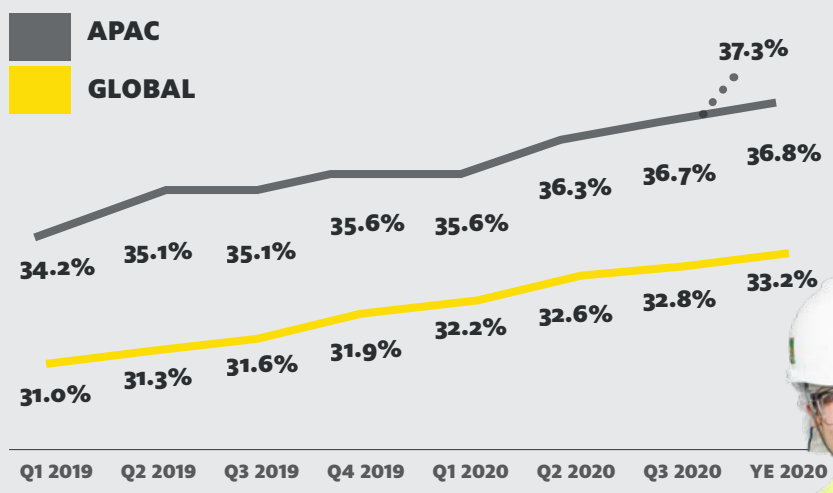
INCLUSIVE WORKPLACE

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# IMPROVEMENTS IN GENDER DIVERSITY

### 1.2% increase vs 2019 in APAC



## GLOBAL PAY EQUITY STUDY

Pay equity, regardless of gender or ethnicity, is an important step in any organization's DEI journey. At Ingredion, Total Rewards is an important component to our employee value proposition. Our compensation structure and benefits package enable Ingredion to recruit and retain talent within the context of an individual's background, experience and performance. We recognize that pay equity is critical to our company's success in these areas. We therefore have invested in resources to analyze pay for employees globally, continuously review our compensation practices, and make adjustments where appropriate. Our sustained efforts have been and will remain – a core part of our overall DEI strategy.



## KEY ACTIVITIES

Our Europe, Middle East and Africa (EMEA) region signed the Charta der Vielfalt (Charter of Diversity), evidencing a commitment to align efforts around specific benchmarks.

Ingredion joined Paradigm for Parity, a coalition of business leaders committed to achieving gender parity at the management level by 2030.



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# 02 | INCLUSIVE WORKPLACE: GOALS, PROGRESS & ACTIVITIES

An inclusive workplace doesn't just happen. At Ingredion, we understand our responsibility to take the necessary, proactive steps to make it part of our DNA. With that in mind, we have identified these tangible, proactive goals against which we will measure our progress.



**We believe that developing a diverse and inclusive business makes us and society stronger, energizes our growth through customer engagement and helps us attract and retain talent.**

*Quang Nguyen,  
Human Resources Director, ASEAN and Talent,  
Learning & Organization Development, Asia Pacific*





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## 2020 PROGRESS: GOAL #1

Create an inclusive culture where each individual is afforded the same rights and opportunities, is treated fairly and respectfully, and feels safe to express themselves authentically and inspired to contribute their best.



## 2020 PROGRESS: GOAL #2

Leaders commit to and are accountable for making diversity, equity and inclusion Ingredion's business priority.

01

**More than 100 top leaders** have completed our Inclusive Leader education focusing on gender and racial bias, as well as social concepts, such as systemic racism, white privilege, power dynamics and microaggressions.

01

**All top leaders have established goals** around both representation and the nurturing of an inclusive work environment.

**Note:** As we move forward on this DEI journey, our Council will continually revisit these goals to refine them as needed—and include others in the future.



Earned a near-perfect score of 95 out of 100 for policies and practices related to LGBTQ+ workplace equality.





### KEY ACTIVITIES

Participated in the second annual CEO Action for Diversity and Inclusion Day of Understanding.

Conducted conversations with our Black employees following the tragic Memorial Day weekend. Also held a Global Memorial where we remembered all Black people killed by the police since 2010, provided our Black employees with access to grief counseling conducted by a Black-licensed psychologist who has experience with black trauma and healing, and created a DEI Educational Resources List on our intranet.

Initiated Inclusive Leader discussions, helping leadership teams better understand gender and racial bias—and address unconscious bias.

Started monthly Inclusion Circles, which bring hundreds of colleagues together to discuss personal situations and speak directly to racism.

Held our first Global Day of Allyship with main session led by Julie Kratz, an inclusive leadership and TEDx speaker, who shared stories, ideas, and research from her book of proven strategies for diversity and inclusion: *Lead Like an Ally: A Journey Through Corporate America with Strategies to Facilitate Inclusion*, in addition to breakout sessions organized globally by our BRGs.

Won GOLD Award for Best Diversity and Inclusion Strategy.





# 03

# SUPPLIER DIVERSITY

## GOALS

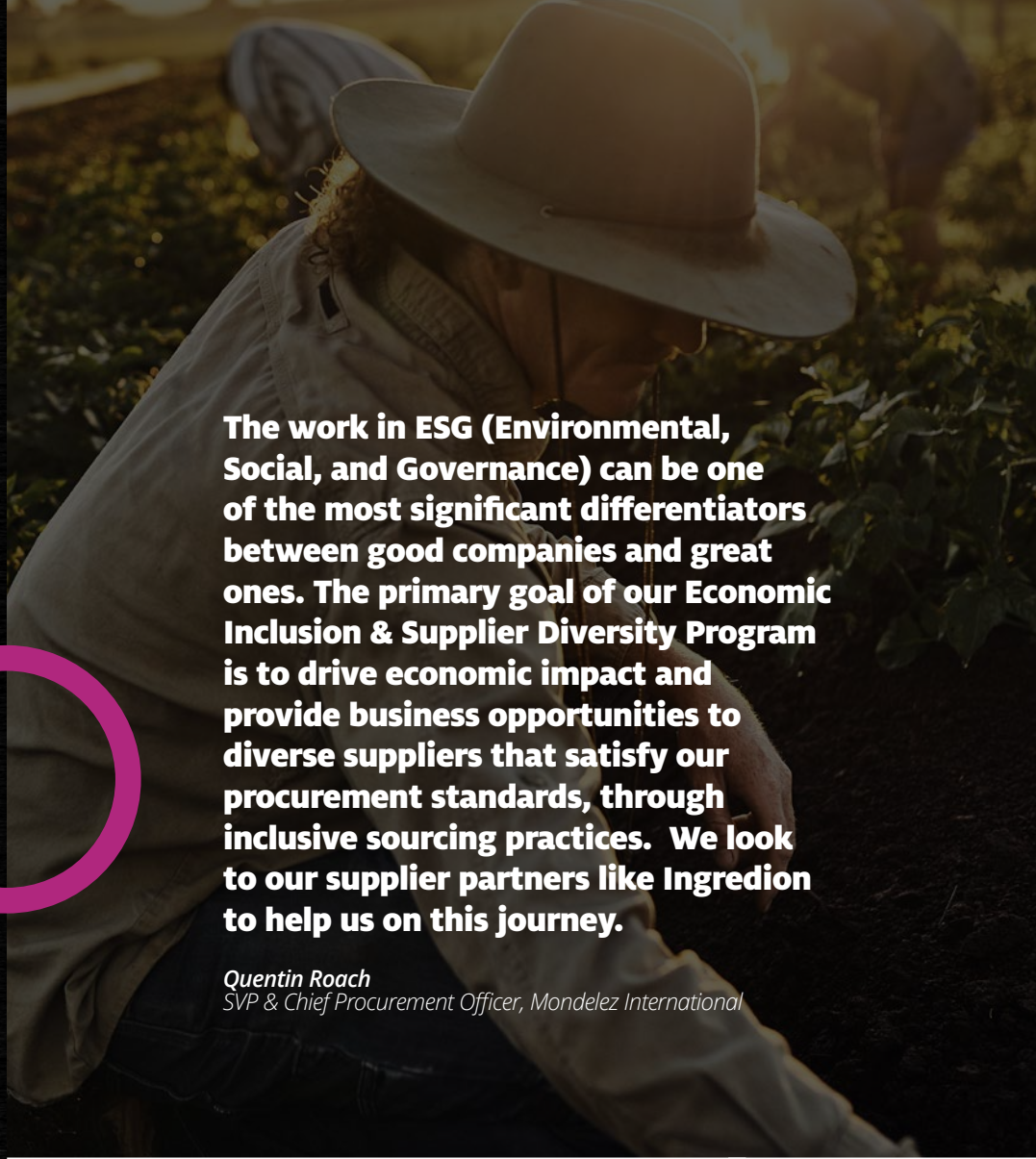
We view supplier diversity as an equally important component of our overall DEI strategy. One first step from South America in 2020 was their revised supplier form that included diversity and inclusion topics and the development of an ethics guide with suppliers.

While we are still at the beginning of our DEI journey related to the following three goals, we have committed to refining and expanding these goals over time.

**Goal #1:**  
Collaborate with procurement to build a supplier diversity strategy and partnerships for implementation.

**Goal #2:**  
Provide education around DEI and the potential impact of unconscious bias in procurement processes.

**Goal #3:**  
Explore the creation of a Diverse Supplier Council.



**The work in ESG (Environmental, Social, and Governance) can be one of the most significant differentiators between good companies and great ones. The primary goal of our Economic Inclusion & Supplier Diversity Program is to drive economic impact and provide business opportunities to diverse suppliers that satisfy our procurement standards, through inclusive sourcing practices. We look to our supplier partners like Ingredion to help us on this journey.**

*Quentin Roach  
SVP & Chief Procurement Officer, Mondelez International*

**The need for diversity extends beyond our immediate company. At Ingredion, we also seek to hold our suppliers to similar standards as it relates to key DEI commitments and activities.**

*Brian Nash  
Vice President, Sustainability*

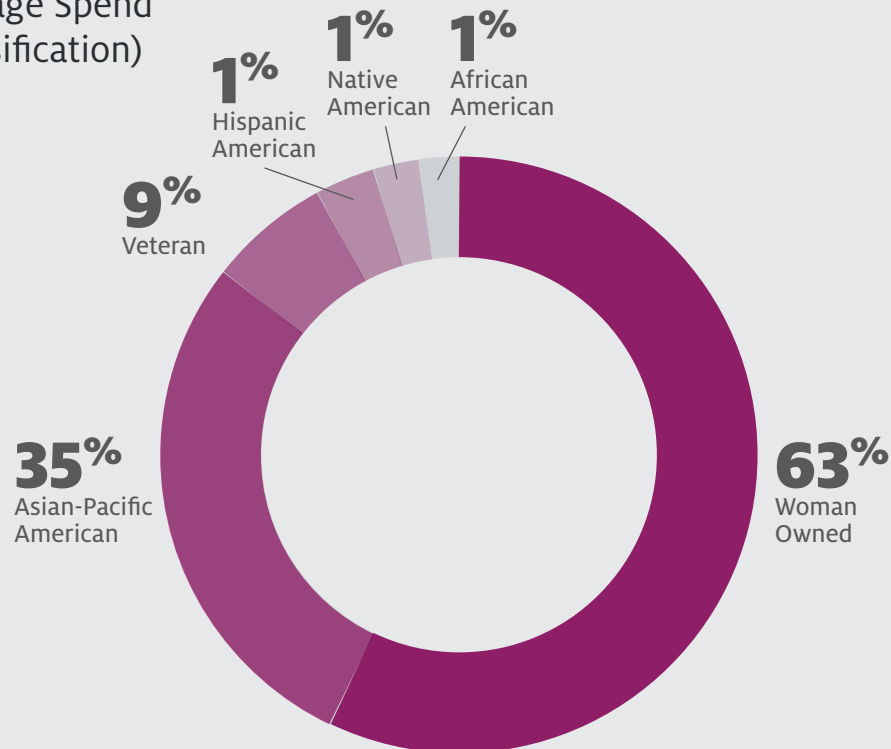




Supplier Diversity remains a key part of our DEI strategy and journey. Since 2015, the global spend has increased despite global sourcing realignment, COVID-19 and other factors impacting progress over the past few years. Moving forward, we plan to continue accelerating progress on this important initiative.

### 2020 DIVERSE SUPPLIER SPEND REPORT

Percentage Spend (by classification)



### 2020 Quarterly Spend Totals, \$M USD

DIVERSITY CLASSIFICATION	Q1	Q2	Q3	Q4	TOTALS
Women Owned	\$4.07	\$3.69	\$4.50	\$5.25	\$17.51
Asian-Pacific American	\$2.06	\$3.77	\$2.06	\$3.82	\$11.71
Veteran Owned	\$0.57	\$0.73	\$0.54	\$0.85	\$2.69
Hispanic American	\$0.25	\$0.25	\$0.17	\$0.18	\$0.85
African American	\$0.07	\$0.03	\$0.03	\$0.02	\$0.15
Native American	\$0.10	\$0.05	\$0.08	\$0.22	\$0.45
<b>2020 TOTAL</b>	<b>\$7.13</b>	<b>\$8.53</b>	<b>\$7.38</b>	<b>\$10.35</b>	<b>\$33.37</b>

### 5 Year Total Diversity Spend, \$M USD

DIVERSITY CLASSIFICATION	2015-2020 YEAR TOTAL DIVERSITY SPEND
Women Owned	\$150.78
Asian-Pacific American	\$54.58
Veteran Owned	\$17.33
Hispanic American	\$8.39
African American	\$4.31
Native American	\$3.21



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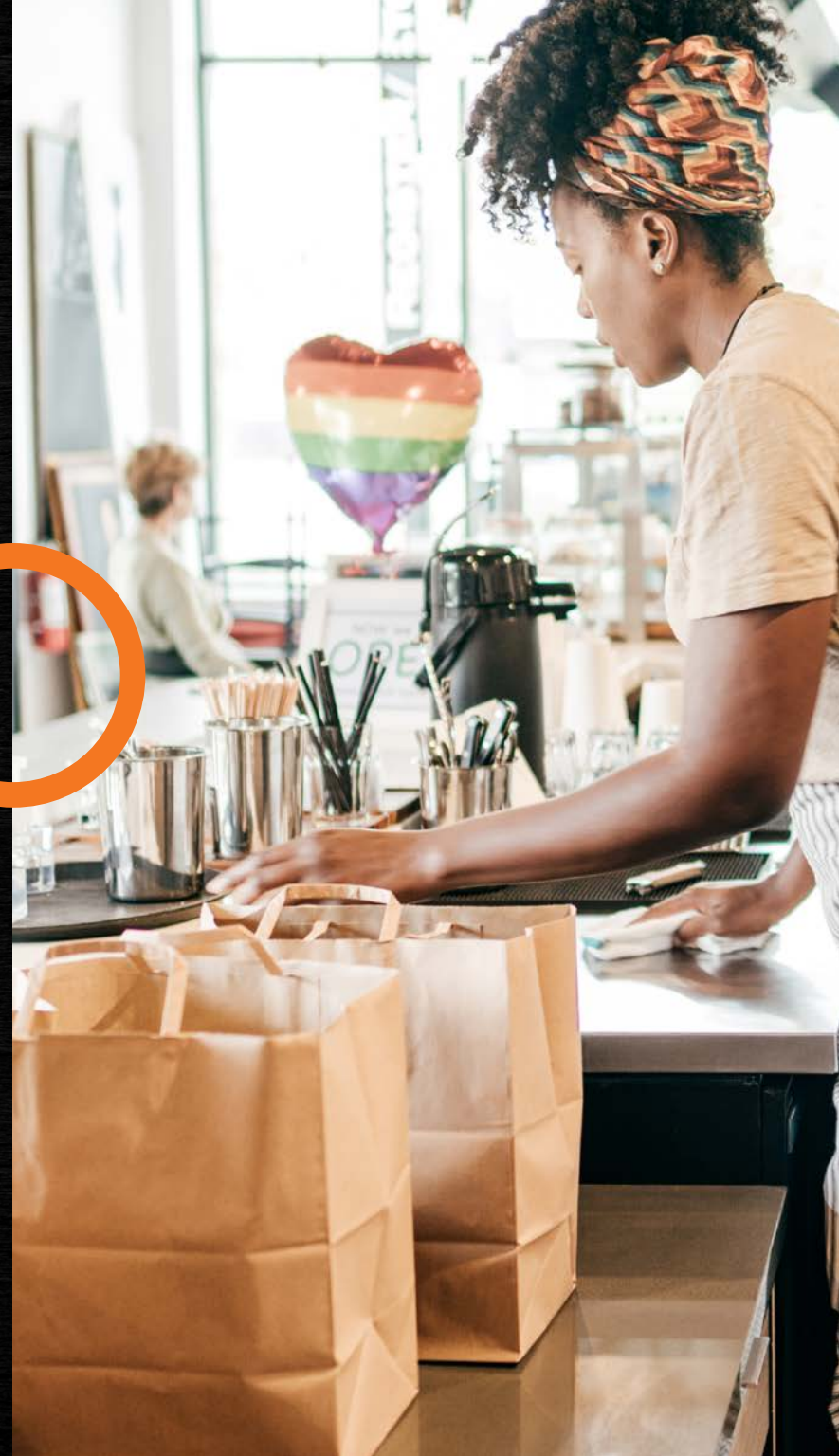
# 04 | COMMUNITY PARTNERSHIPS: GOALS & ACTIONS

At Ingredion, we believe in making a difference by having a positive community impact in the areas in which we operate is an essential part of our DEI journey. With that in mind, we have established these goals to inform all our activities.



**As a global company, we are constantly exploring how we can use our business as a force for good and live our purpose of making life better for everyone, especially in the communities in which we operate.**

*Robin L. Brown,  
Vice President, Government Affairs and External Relations*





## 2020 PROGRESS

# 04

## COMMUNITY PARTNERSHIPS

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**GOAL #1: Build relationships with community organizations that work to advance the rights of vulnerable groups in the community (Women, Black/African American, LGBTQ+).**

**GOAL #2 Tie our Give2020 campaign to the organizations that focus on advancement of Black/African American and Lesbian/Gay populations.**

**GOAL #3: Build and strengthen relationships with associations dedicated to the enhancement and development of educational and economic empowerment of diverse talent.**

01

**Established relationships with organizations throughout North and South America,** including the Chicago Urban League, Garden State Equality, Naturally Proud, Pride Connection Mexico, Colombia Diversa, CCLGBTCO and others.

01



Added the Equal Justice Initiative, The Trevor Project, National Black Trans Advocacy Coalition and PFLAG to address this goal.

01

**Established relationships with a variety of organizations,** including Girls, Inc., Skills for Chicagoland's Future, Alianza por la diversidad e inclusión laboral, Cuenta Conmigo, Diversidad Incluyente, A.C., TransEmpregos and others.



### KEY ACTIVITIES

As part of using our business as a force for good during the summer of social unrest, we donated to the Equal Justice Initiative, a 501(c)(3) nonprofit organization that is working tirelessly to change the narrative about race in America.

We are committed to achieving gender parity at the management level by 2030.

We proudly supported the communities where we operate, live and work; with our 2020 donation to the Global FoodBanking Network, we provided more than 1.2 million meals to families in need.

# THE ROAD AHEAD

The challenges of 2020 have only strengthened our commitment toward building a workplace culture where truly **“Everyone Belongs.”** As we move forward on our DEI journey towards a high-maturity inclusive culture in which all employees can be their true selves—regardless of their race, color, religion, age, gender, gender identity, gender expression, status, sexual orientation, veteran status, military status, or disability—we resolve to continue living our purpose of making life better for everyone and look forward to reporting on progress toward this goal in the years ahead.

**I’m so excited to see real changes happening on many fronts. Our BRGs and Regional Councils are truly stepping up to connect employees, listen and raise collective voices. I am confident that we are on the right path and look forward to being part of this very important journey.**

*Julie Hirsch, Co-Chair of Global DEI Council, Director,  
Materials Science and Applied Research*



Ingredients