



Ingration

Be what's next.

**BEYOND  
BELONGING**

DIVERSITY, EQUITY & INCLUSION REPORT

## BEYOND BELONGING:

# DEI AS A PATH TO GROWTH AND CAPABILITY DEVELOPMENT

## FOCUS + INTENTIONALITY

### 13 YEARS

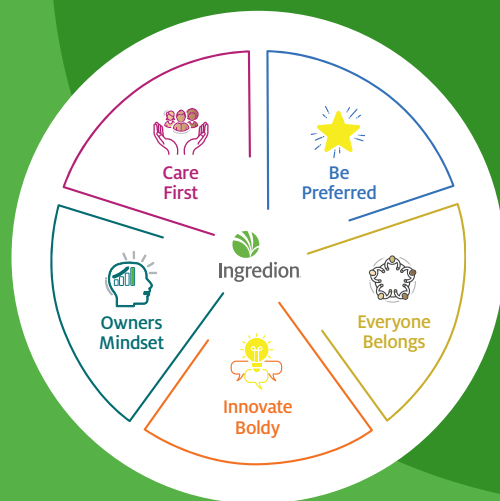
Fortune Magazine  
World's Most Admired  
Companies List

### 5 YEARS

Bloomberg Gender-  
Equality Index

### 2 YEARS

Achieved a 95/100  
on Human Rights  
Campaign Foundation's  
Corporate Equality Index



It is an honor to introduce Ingredion's second Diversity, Equity and Inclusion (DEI) Report, containing details about the goals, activities and achievements in the company's DEI journey in 2021. The long-running theme for our DEI efforts has been *Everyone Belongs*—and we remain committed to all that's included in that powerful statement. For this year's report, though, we've decided to advance that theme a step further by highlighting ways we go *Beyond Belonging* to reach new levels of engagement across the spectrum of our employee population. As a business emerging from a challenging period, this is something we aspire to every day.

### THE HEART OF THE BUSINESS CASE

As you'll learn on the following pages, our efforts to go *Beyond Belonging* extend past feel-good activities and get to the heart of the business case for a strong DEI philosophy. For example, our Balsa Nova, Brazil plant went *Beyond Belonging* by providing production technical training for women in the local community. To enable learning across gender and support career development for female leaders, we introduced a Reverse Learning program in Europe, the Middle East and Africa (EMEA). For the second consecutive year, the Human Rights Campaign (HRC) awarded Ingredion in Mexico the *Equidad MX: Programa Global de Equidad Laboral* certification for its policies in favor of diversity and inclusion of the LGBTQ+ community. Throughout 2021, we wove wellbeing into our global Inclusion Circle discussions on Mental Health Day, and in support of CEO Action commitment, I personally kicked off our global session on Finding Wellbeing and Balance in Your Daily Hustle in November.

### A NURTURING CULTURE

Since a nurturing culture enables growth and innovation, we have included diversity and belonging as a key pillar in our broader *All Life* sustainability platform. We see a strong connection between enthusiasm for DEI and the passion for doing good in the community through sustainability actions. We also continue to follow the Deloitte model for inclusion and recently refreshed our strategic framework to align our efforts. As always, we turn to our Regional DEI Councils for strategic direction and our Business Resource Groups (BRGs) help put into practice our initiatives. You can find details of their efforts starting on page 10 of this report. We are proud of what we have achieved at Ingredion. The focus and intentionality of our DEI efforts are essential to our culture and helped us make positive advances in our journey together again in 2021. This past year we again drew great inspiration from the efforts of volunteers, BRG leaders and members, and everyone else who helped make positive change a reality through their daily interactions. They continue to help bring a key Ingredion value to life and ensure not only that *Everyone Belongs*, but also that we continue to advance *Beyond Belonging*.

**James P. Zallie**  
**(he/him)**  
**President**  
**and CEO**





OUR COMMITMENTS

OUR PROGRAMS

OUR PROGRESS

## BEYOND THE ACRONYM

# HOW WE DEFINE DEI

Many of our strategic customers also have a focus on DEI and the importance of inclusiveness and belonging in their long-term business strategies. We see this mutual area of focus as another opportunity to benchmark and collaborate with those customers to drive combined progress.

**Larry Fernandes (he/him)**  
*Senior Vice President, Chief Commercial and Sustainability Officer*



## 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.





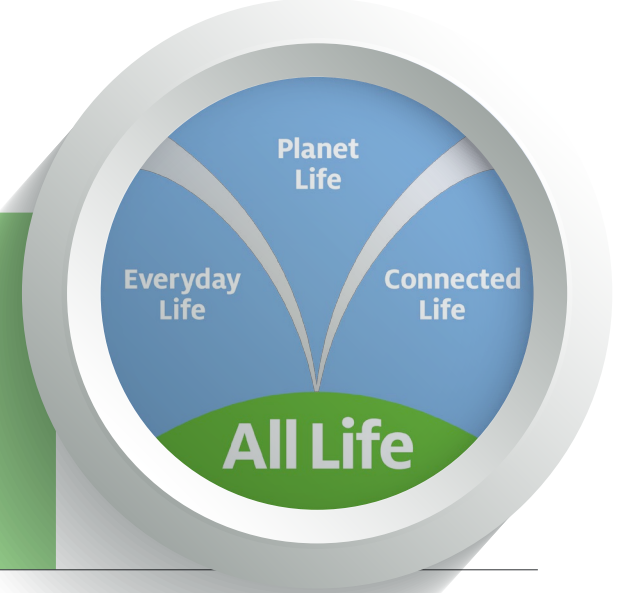
OUR COMMITMENTS

OUR PROGRAMS

OUR PROGRESS

Building on our three strategic pillars—diverse talent, inclusive culture and community partnerships—we are committed to being a nurturing culture that enables growth and innovation driven by our commitments and programs, and measured by our progress

# 2021



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O U R C O M M I T M E N T S

**WHAT DRIVES US FORWARD**

Making progress on our DEI journey means identifying, articulating and following through on a clear set of commitments. On the following pages, you can learn more about the convictions that are driving us forward.



# OUR COMMITMENTS

## WORKING TOWARD A MORE INCLUSIVE CULTURE

While we are pleased with the progress we continue to make toward our milestones, we acknowledge that all significant journeys take time. During 2021, we formalized and elevated previous articulations of our commitments to include the following:



**01** Improve global representation of women in management with a goal of achieving gender balance by 2030.

**02** In Europe, increase representation of women at the director level and above, by at least 5%, by 2024.

**03** Evolve our pay parity approach and methodology.

**04** Improve representation of Black, Indigenous and People of Color (BIPOC) at the management level in the U.S., with the goal to reach 38% by 2030.



### 2022 PAY PARITY APPROACH

Because we believe that our people drive our company's success, Ingredion takes its commitment to the principles of diversity, equity and inclusion and pay equity very seriously. We are committed to rewarding our employees equally for their work based on the value they create—regardless of race, gender or other factors unrelated to performance.

At Ingredion, Total Rewards is an important component of our employee value proposition. Our compensation structure and benefits package enable us 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 external resources to analyze pay for employees globally, continuously reviewing our compensation practices and making adjustments where appropriate. Our sustained efforts have been—and will remain—a core part of our overall DEI strategy.





# ALIGNING WITH THOSE WHO SHARE OUR COMMITMENTS

No organization goes on a DEI journey alone. Ours includes alignment with these key initiatives:

## LEADING EXECUTIVES ADVANCING DIVERSITY (LEAD) NETWORK PLEDGE

We have signed the LEAD Network's pledge to accelerate gender parity and drive inclusion in the European retail and consumer packaged goods (CPG) industries.

## PARADIGM FOR PARITY®

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

LEAD is an organization with over 60+ CEOs and Regional Presidents within the European consumer packaged goods and retail industry, many of them our customers, who gather on a regular basis to share openly about the challenges and rewards of promoting more women to leadership positions. Our EMEA (Europe, Middle East, Africa) leadership team in 2021 made a pledge to increase women in director level and above positions by 500 basis points (bps) by 2024. This public commitment is tied to the individual and collective performance of the leadership team to ensure sustained results and behavioral changes.

*Mike O'Riordan (he/him)*  
Regional President, EMEA



## CEO ACTION

In 2017, Ingredion became a signatory of the CEO Action for Diversity & Inclusion™. This coalition of over 2,000 organizations, representing over 85 industries, sets specific actions companies will take to cultivate a work environment where all ideas are welcomed.

## HISPANIC PROMISE

Ingredion has joined more than 190 signatories in signing the Hispanic Promise. This first-of-its-kind national pledge aims to create a more inclusive workplace that celebrates Hispanics/Latinxs and reflects the communities where we operate and serve.





### ADVANCING OUR DEI STRATEGY

Our recently refreshed DEI strategy remains 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 these three strategic DEI pillars. Our intentional and steadfast focus on these pillars helps us embed equitable practices into our talent strategy and programs while delivering results to our customers. While we still have work to do, we continue to make progress with the diverse representation at all levels of the organization, starting with our Board of Directors.

In 2021, we invested considerable time and effort streamlining and elevating our commitments and overall strategy. DEI is a journey, and this work will help us move forward in the best possible way.

*Sherri Dublin (she/her)*  
Vice President of DEI,  
Culture, Engagement  
and Communications



- We report our progress twice a year to our Board of Directors and quarterly to our CEO and CHRO
- We advanced the articulation of our goals to be more specific for our black and brown employees
- We focused on the importance of intersectionality by standing together to celebrate, support and amplify the voices of underrepresented groups
- We expanded our external commitments to include the Hispanic Promise
- We piloted several professional development programs to support the growth and retention of our talent
- We embedded wellbeing and mental health as part of Inclusion Circles and our CEO hosted a day focused on allyship and wellness
- We addressed concerns in our community through volunteering, corporate donations, an employee matching program and our Give2021 corporate giving program, raising nearly \$173,000 (USD) in fourteen days



## 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.





**EVERYONE WORKING TOGETHER TO MAKE A DIFFERENCE**

Built on our three strategic DEI pillars, our programs make tangible the efforts of all who are leading our company on this DEI journey. This includes everyone from those who serve on our global and regional DEI councils to the leaders of our Business Resource Groups (BRGs). On the following pages, you can learn about some of their work in 2021.

O U R P R O G R A M S



# OUR PROGRAMS

## DEI COUNCIL ACTIVITIES

After establishing our Global DEI Council in 2019, we formed regional DEI Councils in 2021, each composed of business leaders, human resource partners and select Business Resource Group (BRG) leaders. Select members of these regional councils also serve on the Global DEI Council. Here are just some of their activities in 2021.

### NORTH AMERICA:

The North America Council refreshed its structure and offered several interactive education sessions to the council members. They also established three focus areas within their teams that aligned with the enterprise-wide DEI strategy. They did this by embedding DEI within the North American organization and actively supporting the recruitment, development, promotion and retention of diverse employees—all while nurturing external partnerships.

**SOUTH AMERICA:** With five BRGs in its council, South America had a strong year, simplifying its governance and evolving communications to leverage the power of diverse storytelling. This included everything from increased media presence for key stories to celebrating an award for women in leadership. Engaging leaders across the business in a mentoring program, the team also made powerful connections while continuing to operate in a virtual environment. Our global employee engagement survey demonstrated measurable impact, with the region scoring an 86 on *belonging* and 84 on *engagement*. Other notable achievements include a 35% increase of women in leadership, reached 28% hiring goal of black people at all levels, as well as a new executive mentoring initiative that's building awareness with senior leadership on DEI topics.

### EUROPE, MIDDLE EAST, AFRICA (EMEA):

Collaborating with our ABLE Business Resource Group, the Council hosted an Inclusion Circle on “The Atlantic Slave Trade” and with our WIN BRG on “Sexual Harassment.”

### ASIA PACIFIC COUNTRIES (APAC):

Partnering with local experts, the Inclusion Council hosted its inaugural Inclusion Week. The sessions delivered key learnings, and self-reflections, as well as inspiration on cultural intelligence and the bridge between intelligence quotient (IQ) and emotional quotient (EQ), when working in a global environment.

## INAUGURAL BRG FORUM

BRGs are integral to the success of our DEI commitments. In 2021, we hosted Ingridion’s inaugural 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.

“The BRGs have such a huge impact on our culture and engagement. Bringing them together and investing in their development is a key priority, something we hope to continue to do annually,” explained Sam Renovato (she/her), Director of Global DEI.





# BUSINESS RESOURCE GROUPS



BRGs are integral to the success of our DEI commitments. They serve as the conscience of the organization, bringing awareness, influencing policy and practices, and collaborating with external partners and customers.

In many ways, 2021 was a year of achievements for ABLE. A year in which we affirmed the value and credibility of our work by increasing awareness of systemic structures that create gaps in racial parity, both company-wide and nationwide. Over the course of the year, the team worked hard to drive more than 10 impactful actions to increase engagement and support the career development of black/brown employees across the business.

Notable among these accomplishments is the instrumental role ABLE played to facilitate open dialogue across the organization, to educate and challenge our biases. By making these events inclusive of all employees, and partnering with other BRGs, ABLE showed leadership by promoting a culture that truly embraces diversity. Diversity can only truly be valued and celebrated in an inclusive culture.



**Laretta Katsriku (she/her)**  
Global Platform Leader  
Nutrition, Health & Wellness



**ABLE**  
Alliance of Black Employees

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.

**KEY 2021 ACTIVITIES INCLUDE:**

- Launched Career Development Series
- Hosted “Practicing Allyship Everyday”
- Introduced larger hair nets for operational team in Alcantara Plant, which benefits black and POC employees who typically have bigger hairstyles





OUR COMMITMENTS

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# BUSINESS RESOURCE GROUPS



## EMPOWERED

Empower Employees with Diversabilities

EMPOWERED's mission is to make Ingredion an employer of choice for people with disabilities by focusing on inclusion in all regions and adjusting work processes and tools to provide an inclusive work environment for all.

### KEY 2021 ACTIVITIES INCLUDE:

- Launch of BRG in South America
- Cafe Plural South America event connected 150 people
- Bathrooms designed for disabilities in Argentina and Brazil



## INSPIRE

Ingredion's Network for Supporting Intercultural Relations & Exchange

INSPIRE 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.

### KEY 2021 ACTIVITIES INCLUDE:

- With the concern of rising anti-Asian sentiment, collaborated on a letter of support for the Asian-American Community to strongly reflect *Everyone Belongs*
- Hosted a panel discussion featuring six Ingredion executive leaders sharing their personal journeys on "How to accelerate your career in a multi-cultural, global organization," with more than 700 individuals in attendance



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# BUSINESS RESOURCE GROUPS



## LIDER

LatinX of Ingredion for Development, Education and Recognition

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

### KEY 2021 ACTIVITIES INCLUDE:

- Launched BRG and more than 800 employees participated
- Hosted first-ever Hispanic Heritage Month celebration with more than 200 participants
- Held an Inclusion Circle on the bias of immigration



## NEXT

Network of Early Talent

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

### KEY 2021 ACTIVITIES INCLUDE:

- Expanded BRG to Pakistan
- Improved use of workday learning through a rewards program
- Shared “words of wisdom” articles and interviews from senior leaders



# BUSINESS RESOURCE GROUPS

I assumed the leadership of PRIDE in order to make Ingredion a space of respect and inclusion, where each of our members is valued and respected for their unique talent and abilities. We have been growing step-by-step to achieve an inclusive and safe environment where we all belong.

Asumí el liderazgo de PRIDE para hacer de Ingredion un espacio de respeto e inclusión donde cada uno de nuestros miembros son valorados y respetados por su talento y habilidades únicas. Hemos ido creciendo paso a paso para lograr un ambiente inclusivo y seguro donde todos pertenecemos.



**Diego Vargas (he/him)**  
Senior Analyst  
Accounts Receivable,  
Ingredion Mexico



## PRIDE

at Ingredion

PRIDE 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.

### KEY 2021 ACTIVITIES INCLUDE:

- EMEA joined PRIDE via the Hamburg chapter
- Gender-accessible restrooms approved in Agile Ways of Working workstream
- External recognition and partnerships with Garden State Equality alongside DEI and LGBTQ+ groups from customers such as Campbell's, Chobani, Mondelez, International Flavors & Fragrances (IFF) and Danone

With lack of federal protections for the LGBTQ+ community, the work of local, non-profit organizations such as Garden State Equality is essential. Being able to partner with Garden State Equality has not only brought education and awareness of the LGBTQ+ community to Ingredion, it has shown the impact this organization makes every day for our employees, families, and community who work and live in NJ. Garden State Equality's primary objective was marriage equality, but the organization recognized this was just the beginning of work that was needed and has carried on to touch all aspects of life in NJ for LGBTQ+ residents, creating one of the safest places where we can all thrive. This sense of safety and security for all is something I hope to see echoed at Ingredion, regardless of where we operate. The impact Garden State Equality has had on me and my loved ones is something I admire deeply and am truly grateful for.

**Harper F. Hall (they/them)**  
Global Flavor Applications and  
Technical Service Lead  
PureCircle by Ingredion





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# BUSINESS RESOURCE GROUPS

I took a leadership role in the WIN EMEA BRG, because I feel I am in a position where I can mobilize other women around me, challenge long standing beliefs of my co-workers, support other colleagues and make Ingredion a more inclusive place to work. Experiencing the passion of my co-workers and feeling the power we have to change things for the better, when we work together on a shared purpose is very energizing and rewarding. Personally, I am most proud of the momentum we have created over the past two years; the amount of volunteers that are active within WIN, the commitment we have gained from senior leadership, the steps we have taken – especially in Pakistan – and the close network we have created, being in weekly exchange with colleagues from Pakistan, Africa and within Europe.

**Cathrin Kurz (she/her)**  
Senior Global Business Development Manager  
Clean & Simple, Germany



# WIN

Women of Ingredion Network

WIN 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.

### KEY 2021 ACTIVITIES INCLUDE:

- Increased representation of women at associate level in South America through the “Women in Manufacturing” program
- WIN Maryland (USA) addressed inadequate uniform and locker room space for women at Belcamp and initiated a project to install nursing rooms at Maryland locations



# OUR PROGRAMS

## 2021 PROGRESS: INCLUSION CIRCLES

Our Inclusion Circles continue to explore important issues and engage in thoughtful dialogue about the path forward. Topics explored in 2021 Inclusion Circles:



## DAY OF UNDERSTANDING

As part of our ongoing commitment to CEO Action for Diversity and Inclusion, we created spaces for courageous conversations to advance our employee’s knowledge and capability to improve equity and inclusion in the workplace. We invited external experts to discuss key topics, such as the importance and best practices for use of pronouns, sex assigned at birth, gender identity and expression and managing overall wellbeing in your daily life.

— Our CEO taking the time to be honest and transparent, and being a human being about what’s affecting us all during this pandemic, is real leadership.

*Anonymous*

—



## WELLBEING IN FOCUS

Our emphasis on wellbeing in 2021 included the introduction of Meeting-Free Fridays once a month. These special days provided an opportunity for our employees to avoid distractions and focus on themselves and their work.

Wellbeing was also woven into our Inclusion Circles throughout the year.

We also held a special event about finding wellbeing. It featured Michael James Wong, a TEDx speaker, author and expert on mindfulness and meditation. The event included a panel discussion and sharing circles for additional dialogue.





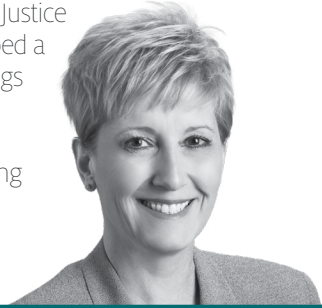
# OUR PROGRAMS

## PROMOTING AN INCLUSIVE CULTURE

Creating a culture of inclusion remains a top priority. In 2021, we collaborated with several partners to provide open dialogues and gain comfort with what can be challenging conversations. Our aim was to deepen our employees understanding and awareness through rich discussions, self-awareness and personal growth, while focusing on wellbeing. Informed by employee feedback. We introduced specific solutions to develop our employees and provide them with access to a range of programs and resources to build their understanding, knowledge and skills in the workplace.

I am grateful for the way our partnership with Justice Informed continued our DEI journey in 2021 at the plant in North Charleston, South Carolina. We held bias workshops, had meaningful DEI discussions and culminated our year with an all-plant workshop led by Justice Informed, where plant employees developed a Community Agreement. A poster now hangs in our lobby to remind employees of this agreement and show new employees and visitors what they can expect while spending time in our plant.

**Michelle Schaffer (she/her)**  
East Region Specialty Manufacturing Manager



## LEARNING AND DEVELOPMENT

We partnered with Justice Informed, a social impact consulting firm, to facilitate meaningful and productive conversations across various dimensions of diversity, with a goal to allow space for individuals to come together to share their experiences and further develop specific strategies for working together more inclusively.

## DEVELOPING AND COACHING BLACK EMPLOYEES

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.

If you set a goal and write it out, there is no reason why you can't achieve it! Being a part of the ABLE Career Development program helped me better understand and map out where I want to be in my career and how to use the tools I learned to make it happen.

**Justin Brewer (he/him)**  
Sr. General Accountant



The cohort experience challenged me to be open to approaches outside of my comfort zone. It has also afforded me the opportunity to view my personal/professional development as essential to the growth of the business, not as a distraction from completing my daily work.

**Tanya Irby (she/her)**  
Regional Human Resources Manager, West Region





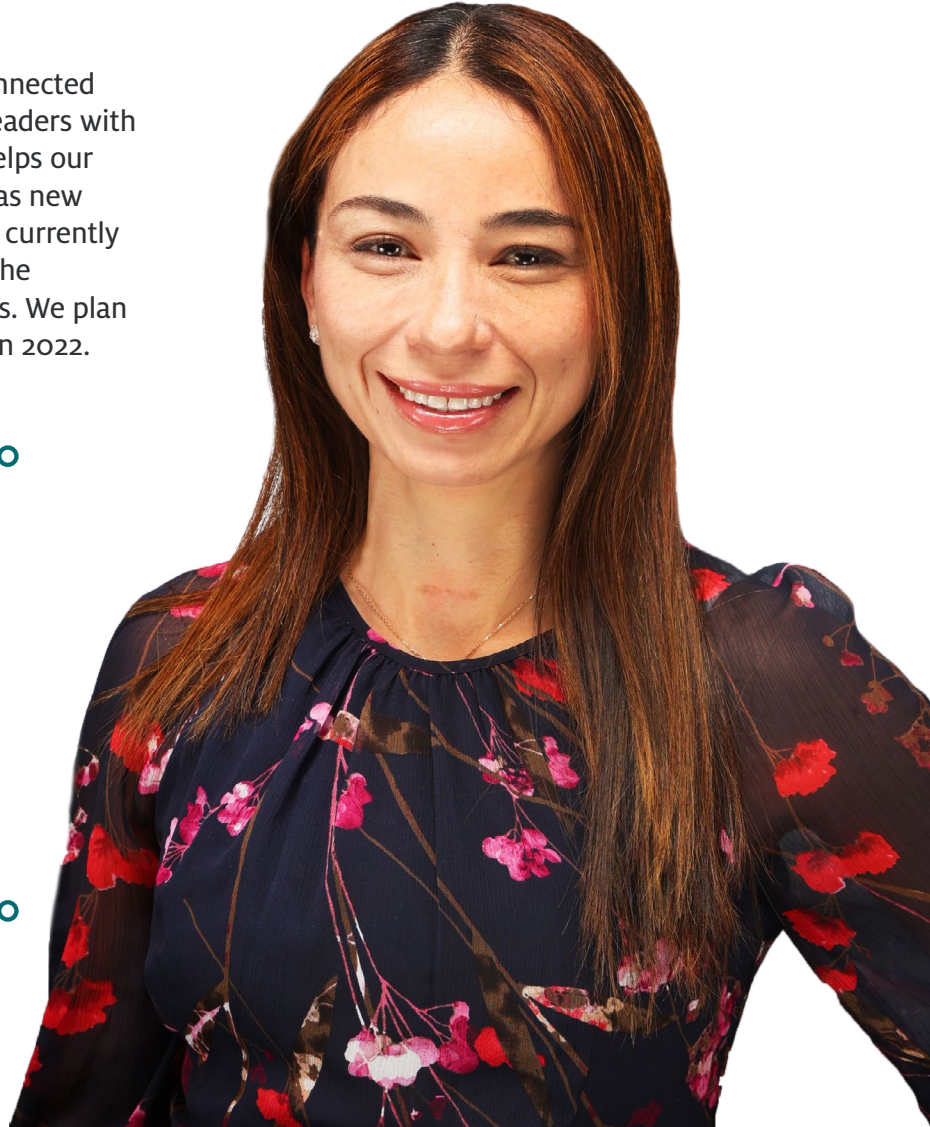
# OUR PROGRAMS

## DEVELOPING OUR BIPOC TALENT

Ingredion partnered 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 the Hispanic-Latinx leaders and Asian leaders. We plan to expand the program to Black leaders in 2022.

The modules are easy to understand with very relevant topics. It is great to see topics that I can apply at work and help me understand other functions within the organization, giving me a full view of the business. I certainly will apply some of the topics in my day-to-day. I also enjoyed meeting people from other industries, and the webinar topics were focused on strengthening business acumen and leadership skills.

**Diana Nieto (she/her)**  
Senior Manager, Business Development  
Starch-Based Texturizers US /CAN



## DEVELOPING OUR WOMEN

We partnered with The She-Suite for our first cohort of diverse and cross-functional groups from North America. This 24-week journey is the female-focused initiative of Velvet Suite, a renowned leadership innovation firm. The She-Suite is on a growth mission to empower career-driven women with a fresh and proven approach to become recognized and valued leaders.

The greatest benefit of The She-Suite program was expanding my internal network at Ingredion. It provided the opportunity to meet and chat openly about career and life topics with other women at Ingredion who I may have otherwise never met. I'm looking forward to staying connected with all the women in this inaugural cohort.

**Katie Smothers (she/her)**  
Senior Manager, Sustainability



Crafting a personal brand around what I value, including my mission, vision and purpose is achievable at every stage of life. We can become the recognized and valued leader in us.

**Layo Jegede (she/her)**  
Senior Manager, Global Sensory





# OUR PROGRAMS



Inspires all girls to be strong, smart and bold.



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



Provides 24/7 crisis support services to LGBTQ+ young people.



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



Has as its mission building girls of courage, confidence and character.



Lifts the diverse voices of LGBTQ+ communities through education and advocacy in New Jersey and nationally.



Reduces barriers to employment through partnering with leading companies ready to hire unemployed or underemployed job seekers.



Ingredion employees continue to be very active with the Chicago High School of Agricultural Sciences (CHSAS). They volunteered for the Career Day, job shadowing, senior interviews and served as judges for the Science Fair. Ingredion also presented a “Dress for Success” presentation to female Juniors and Seniors and invited CHSAS students to join Ingredion on an farm tour sponsored by the Illinois Farm Bureau. Finally, Ingredion sponsors a \$5,000 annual scholarship.

## 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, such as:

## ABLE & THE HATCHERY CHICAGO

Collaborating with The Hatchery Chicago, a nonprofit food business incubator, our ABLE Business Resource Group supported a back-to-school community event on Chicago’s West Side. The event aimed to ensure that every child in the Garfield Park neighborhood had the necessary supplies to begin the school year.

To prep for the event, ABLE members volunteered to pack 250 backpacks and organized all supplies. The day of the drive, the team had fun distributing the school supplies and interacting with the children and their families. The team was joined by ABLE Executive Sponsor, Jorgen Kokke, Executive Vice President and President of the Americas.





OUR  
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**ON OUR WAY**

Our tangible efforts to move “*Beyond Belonging*” continued on many different fronts in 2021. On the following pages, you’ll learn details about some of the activities that marked our progress on our DEI journey in the past year.



O U R P R O G R E S S



# OUR PROGRESS

## EMBEDDING DEI INTO TALENT PRACTICES

As part of our diverse slate hiring initiative, we have committed to including at least one woman (globally) and BIPOC (U.S.) candidate at the hiring manager interview step.

## GENDER REPRESENTATION OF GLOBAL EMPLOYEES

WOMEN REPRESENTATION	INGREDION YE 2021	INGREDION YE 2020	INGREDION YE 2019
Women ( <b>Executive and above</b> )	<b>23.6%</b> (17/72)	<b>21.7%</b> (13/60)	<b>14.5%</b> (8/55)
Women ( <b>Director and above</b> )	<b>29.1%</b> (96/330)	<b>25.9%</b> (83/321)	<b>24.9%</b> (75/301)
Women ( <b>Manager and above</b> )	<b>35.3%</b> (558/1579)	<b>33.2%</b> (531/1600)	<b>31.9%</b> (482/1510)
Women ( <b>Professional and above</b> )	<b>39.7%</b> (1942/4887)	<b>38.2%</b> (1902/4985)	<b>36.7%</b> (1707/4647)
Women ( <b>Associate and above</b> )	<b>22.4%</b> (2489/11110)	<b>21.2%</b> (2473/11678)	<b>19.6%</b> (2095/10671)

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

## Increase of BIPOC Interns

**30%** → **48%**  
in 2020 in 2021

## Increase of Female Interns

**49%** → **55%**  
in 2020 in 2021

The success of our internship and early career program is driven by key relationships with the National Society of Black Engineers, Society of Women Engineers, Institute of Food Technologists, and INROADS. With representation from 46 schools and universities across the U.S., the 65 interns in our 2021 program included both gender diversity (55% women) and racial diversity (48% POC).

## RACIAL & ETHNICITY BREAKDOWN OF U.S. EMPLOYEES

RACE & ETHNICITY ( <i>Manager and above</i> )	INGREDION YE 2021	INGREDION YE 2020	INGREDION YE 2019
BIPOC	<b>24.5%</b> (154/628)	<b>25.5%</b> (153/599)	<b>24.3%</b> (142/584)
Asian	<b>9.1%</b> (57/628)	<b>10.4%</b> (62/599)	<b>11.1%</b> (65/584)
Black or African American	<b>5.9%</b> (37/628)	<b>6.1%</b> (36/599)	<b>5.0%</b> (29/584)
Hispanic or Latinx	<b>8.1%</b> (51/628)	<b>7.0%</b> (42/599)	<b>6.7%</b> (39/584)
American Indian or Alaska Native	<b>0.3%</b> (2/628)	<b>0.2%</b> (1/599)	<b>0%</b> (0/584)
Native Hawaiian or Other Pacific Islander	<b>0.2%</b> (1/628)	<b>0.3%</b> (2/599)	<b>0.2%</b> (1/584)
Two or More Races	<b>1.0%</b> (6/628)	<b>1.7%</b> (10/599)	<b>1.4%</b> (8/584)

**Note:** Our goal is to improve representation of Black, Indigenous and People of Color (BIPOC) at the management level and above, with the goal to reach 38% by 2030.



OUR COMMITMENTS

OUR PROGRAMS

OUR PROGRESS

# OUR PROGRESS

## SUPPLIER DIVERSITY

We remain committed to supplier diversity across all our regions. The accompanying chart breaks down our progress in 2021 as it relates to percentage spend.

We also continue to receive recognition for our efforts in key geographies. For example, Ingredion South Africa has achieved certification for the third consecutive year in a governmental program designed 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.

## 2021 Quarterly Spend Totals (\$M USD)

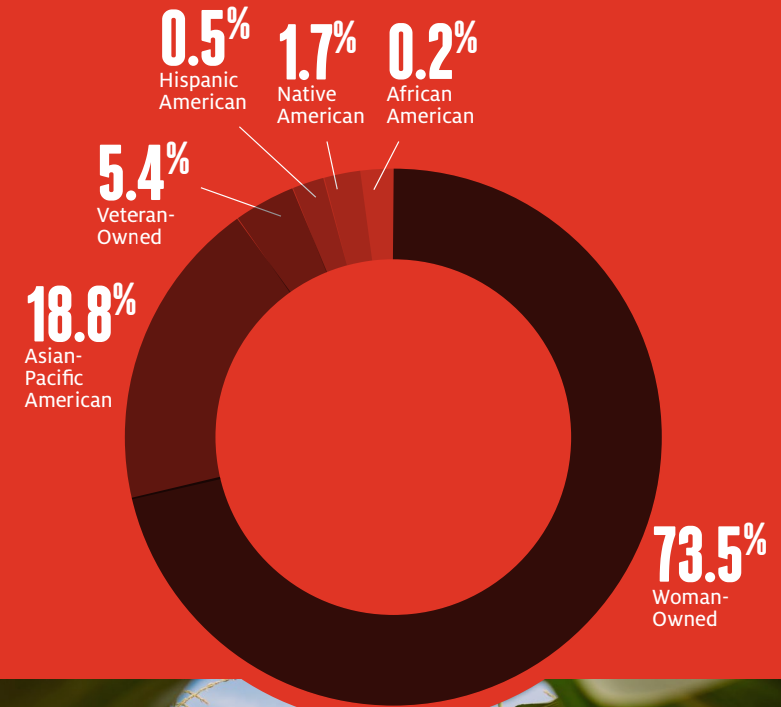
DIVERSITY CLASSIFICATION	Q1	Q2	Q3	Q4	TOTALS
Women-Owned	\$5.25	\$6.60	\$9.34	\$9.91	\$31.09
Asian-Pacific American	\$2.30	\$2.07	\$2.33	\$1.27	\$7.97
Veteran-Owned	\$0.61	\$0.48	\$0.58	\$0.60	\$2.28
Hispanic American	\$0.05	\$0.05	\$0.09	\$0.02	\$0.20
African American	\$0.28	\$0.13	\$0.10	\$0.18	\$0.70
Native American	\$0.03	\$0.01	\$0.00	\$0.03	\$0.08
<b>2021 TOTAL</b>	<b>\$8.52</b>	<b>\$9.34</b>	<b>\$12.45</b>	<b>\$12.01</b>	<b>\$42.32</b>
<b>2020 TOTAL</b>	<b>\$7.13</b>	<b>\$8.53</b>	<b>\$7.38</b>	<b>\$10.35</b>	<b>\$33.37</b>
<b>% CHANGE YoY</b>	<b>19.49%</b>	<b>9.50%</b>	<b>68.71%</b>	<b>15.99%</b>	<b>26.81%</b>



# 2021

## U.S. Diverse Supplier Spend Report

YTD Percentage Spend (by classification)





# ACKNOWLEDGING OUR PROGRESS

## RECOGNITION

Third-party recognition is not the only—or even the most important—measure of success. It does, however, serve as another indicator of progress toward our DEI objectives. We are honored to share just some of that recognition from 2021.

We continue to use Bloomberg’s Gender Equality Index as a benchmark to measure our performance and evaluate opportunities for improvement.

# 2021



## Bloomberg’s Gender-Equality Index

41.3% in 2020 → 66.7% in 2021

## HUMAN RIGHTS CAMPAIGN RECOGNITION

For the second consecutive year, Ingredion in Mexico received the HRC Equidad MX: Programa Global de Equidad Laboral certification by the Human Rights Campaign for our policies supporting diversity and inclusion of the LGBTQ+ community.



At Ingredion, we all belong. We accept diversity and continuously work toward a more inclusive work environment where each person is valued and feels inspired to be and do their best.

En Ingredion todos pertenecemos. Aceptamos la diversidad y promovemos activamente un ambiente de trabajo incluyente en donde cada persona es valorada y se siente inspirada a dar lo mejor de si misma.

**Leopoldo Horle (he/him)**  
President and General Director  
Ingredion Mexico



## THE STEP AHEAD AWARDS

The Manufacturing Institute’s STEP Ahead Awards recognize women in science, technology, engineering and production careers who exemplify leadership within their companies. In 2021, Ann Eddy (she/her), a project engineer at Ingredion, was named a STEP Ahead Emerging Leader. She was joined by Eric Seip (he/him), WIN Executive Sponsor and Senior Vice President Global Operations and Natasha Carter (she/her), Quality Control Lead.



# WHAT'S NEXT: CONTINUING THE DEI JOURNEY

As we take time to reflect on our 2021 achievements, it makes me proud to have joined an organization that lives its values through its inclusive culture. As we move forward on this important journey and look to make strides in 2022, I'm personally excited to be more involved and see more of our employees connect, engage and make a difference no matter how big or small. Inclusion happens in everyday moments and interactions, from team meetings to learning experiences, to making an impact in our community.

Our DEI journey in 2022 continues, and we remain energized by the opportunities to reach even greater levels of engagement among our employee population. I'm excited about the expansion of our Business Resource Groups to build upon strategies to attract and develop a diverse and talented workforce. We will stand on our value of *Everyone Belongs* and provide programs and initiatives that take us *Beyond Belonging*.

We consider it both an imperative and a privilege to continue building on our three pillars of diverse talent, inclusive culture and strategic partnerships. And we will be focused on and intentional with building capabilities to create a culture where everyone 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 are determined to continue living our purpose of making life better for all and look forward to reporting on our progress next year in our third annual DEI report.



**Nancy Wolfe**  
(she/her)  
**Senior Vice  
President and  
Chief Human  
Resources Officer**

