



## Workforce Belonging



### GLOBAL INCLUSION WEEK

In 2023, we celebrated Global Inclusion Week (GIW), an initiative designed on insights from our employee engagement surveys. We identified key areas for improvement and defined topics for the week accordingly. We provided a global framework, allowing each region to tailor the event to their specific needs. For instance, our US/CAN region focused on collaboration within our communities and entrepreneurs, while our APAC team emphasized intergenerational collaboration.

Over the past two years, GIW has seen record attendance, and we are excited to host our third year this summer. This event is activated across all our locations and involves over 200 employees in the planning team globally. The week is dedicated to highlighting our core value of “Everyone Belongs,” and it’s a time to spotlight this value and see it truly come to life globally. Employees from all regions participated in virtual sessions, encouraging everyone to take action towards creating a more inclusive environment.

## BUSINESS RESOURCE GROUP (BRG) MENTORING PROGRAM

We believe in equity and providing mentoring opportunities to enhance performance to those who seek them. That’s why we launched the BRG mentoring program, open to all employees, in 2023. After a successful pilot, we continued the program in 2024. With a total of 273 participants, the program fostered meaningful connections and facilitated valuable knowledge exchange.

**57%** of global participants were women, reinforcing our commitment to female talent within our organization.

**40%** of U.S. participants identified as ethnically or racially diverse, underscoring our dedication to developing talent at our organization.

Feedback from program participants was overwhelmingly positive, with mentees rating the experience at an impressive 9 out of 10. The program’s success can be attributed to its structured approach, including monthly touchpoints that ensure consistent engagement and progress. Both mentors and mentees benefited from comprehensive mentoring guides, providing valuable insights and best practices.

As we look ahead, we are excited to continue this impactful initiative, welcoming a new cohort of participants in the spring of 2025.





## Pay Parity Statement

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. Additionally, in 2024 we conducted a pay equity analysis to identify any pay gaps across our organization. Based on our analysis, ***we identified no systemic issues or negative pay gaps between male and female employees.*** Similarly, in the United States, we found no systemic issues or negative pay gaps across different racial/ethnic groups.

We believe providing a holistic total rewards package contributes to a valuable employee experience and helps us attract and retain employees. Underpinned by our Care First value, we provide access to medical, welfare and retirement benefits and offer programs to all employees that support overall well-being, including paid parental leave and caregiver leave, as well as financial, physical and mental health resources. We continue to evolve our programs to meet our employees' health and wellness needs.

## Business Resource Groups (BRG) Continue To Grow

As a key element of our Inclusion and Belonging strategy, our BRGs grew and expanded throughout 2024. BRG membership now encompasses 22.5% of our global workforce. Our nine BRGs are voluntary, employee-led groups that unite individuals with shared identities, interests and experiences, all aiming to enrich Ingredion's culture and performance. These groups are open and inclusive to ALL employees.

In the same year, we proudly hosted our fourth BRG Leadership Forum. This event not only featured best practices from industry experts, but also provided valuable resources to enhance leadership skills and foster professional networking opportunities.





## Business Resource Group (BRG) Regional Leadership Program

Developing our BRG regional leaders is crucial for fostering a culture of inclusivity and excellence within our organization. These leaders play a pivotal role in shaping our workplace environment, ensuring that it is welcoming and supportive for everyone. To continue our commitment to inclusivity and support the growth of our leaders, we have formalized a comprehensive leadership development program. This program covers essential topics such as stakeholder engagement

and influencing up, project management, building talent and teams and strategic thinking. By equipping our leaders with these skills, we empower them to drive positive change and inspire others. This intentional investment in their development is a recognition of their vital role in our organization. By nurturing their leadership capabilities, we not only enhance their personal growth, but also strengthen our collective ability to create a more inclusive and dynamic workplace.



**SHERRI DUBLIN**  
VP, Inclusion,  
Culture, Internal  
Communications  
and HR for Finance  
and Legal

*We believe that BRGs are a key ingredient to our Inclusion and Belonging strategy. They create connections, support talent initiatives, drive innovation and fuel our culture. Being open to all employees, they help us ensure that every voice is heard and valued. Together, we can achieve remarkable things and create the future with people who care.*

**Founded**  
**2017**



MEMBERS: 392



MEMBERS: 1036

**Founded**  
**2019**



MEMBERS: 803



MEMBERS: 260



MEMBERS: 1163

**Founded**  
**2021**



MEMBERS: 253



MEMBERS: 271

**Founded**  
**2022**



MEMBERS: 133



MEMBERS: 183







## Business Connection

Our Business Resource Groups (BRGs) are integral to driving business connections and fostering a culture of inclusivity and growth. As the name suggests, BRGs are deeply involved in various business initiatives, including university recruiting where they play a key role in driving our buddy program. This program helps new recruits integrate smoothly into our organization, ensuring they feel supported from day one.

Additionally, BRGs collaborate with customers to strengthen relationships and enhance mutual understanding. They also contribute to the ongoing educational journey in Inclusion and Belonging by sharing dynamic learning opportunities tailored for our manufacturing employees. Furthermore, BRGs are instrumental in changing the industry from within, particularly by encouraging and supporting women in manufacturing. Their efforts not only promote diversity, but also drive innovation and excellence across our organization.



## Focus on Psychological Safety

This year, we made a deliberate effort to prioritize psychological safety in our training programs. Psychological safety refers to an environment where individuals feel safe to express their thoughts, ask questions and take risks without fear of negative consequences. It is closely connected to inclusion, as it fosters a culture where everyone feels valued and respected, enabling diverse perspectives to be shared openly.

We focused on delivering this crucial education to all people managers in our manufacturing sector across the US, integrating it into other development programs to ensure a comprehensive approach. Looking ahead, we plan to expand this initiative to other regions in 2025, reinforcing our commitment to creating a psychologically safe and inclusive workplace for all.





## Strategic Partnerships

At Ingredion, making a positive impact in the communities where we operate is a crucial aspect of our Inclusion and Belonging (I&B) journey. We are committed to forming strategic partnerships with key organizations. Below are a few we'd like to highlight:

**Society of Women Engineers (SWE):** Dedicated to empowering women in engineering & technology. In 2024, Ingredion had the unique opportunity to present "From Comfort Zone to Career Zone" at their annual national conference.

**American Corporate Partners (ACP):** Focused on helping returning-Veterans and active-duty spouses find their next careers through 1:1 mentoring, networking and online career advice. Ingredion has participated in the mentoring program for the last three years.

**Institute of Food Technology (IFT):** For the third year in a row, Ingredion has established an I&B-specific partnership sharing best practices and frameworks to remove barriers for historically excluded talent in the food science industry.

**LEAD Network:** Since 2021 Ingredion has partnered with the LEAD network and has attended their annual conference the last two years to help drive inclusion in the European retail and consumer packaged (CPG) industries.

**Out and Equal:** Since 2022 Ingredion has partnered with Out and Equal to create inclusive workplaces.

**ASCEND:** Supports and develops business leaders of tomorrow. Ingredion has partnered for the last 2 years.

## 2024 Supplier Diversity Spend (U.S.)

