



# OPERATIONS

Empowering a new generation of leaders  
and innovators to nourish the world



**Cargill**<sup>®</sup>

# We're revolutionizing how we feed the world. And we see women in operations at the heart of our work.

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## Who is Cargill?

You will find us in many sectors, but we mostly work with other businesses. So while we have a rich history of more than 155 years, we're not exactly a household name.

## What do we really do?

We bring food, agricultural, financial and industrial products to people who need them—with one common goal: to nourish the world in a safe, responsible and sustainable way.

We're helping farmers optimize yields and access the best markets, while managing risk and stabilizing pricing for them and our corporate customers. At the same time, we're developing food ingredients that promote health, and formulating better-tasting recipes for restaurants and packaged foods. We're also creating supply chains and shipping products to more than 6,000 ports worldwide.

## How will women in operations drive this work?

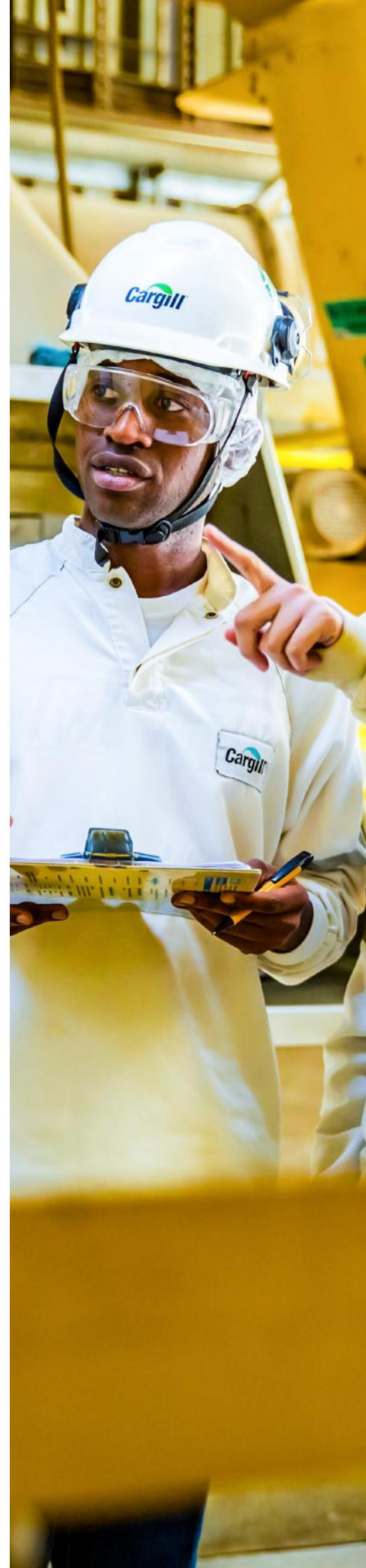
Quite simply, your unique strengths and diverse perspectives will form the building blocks of a strong, dynamic and innovative team.

From plant managers to engineers and production operators, women in Operations at Cargill are powering some of the most complex and technologically advanced plant facilities in the world.

At the same time, we want to help women broaden their career horizons and empower them to lead and influence in meaningful ways.

That's why we're actively developing women talent through our plant leadership and mentorship programs, to equip them with the capabilities and critical skills for future success.

**Read on now to learn how we're empowering women in operations to make an impact.**



# At a glance: Cargill in APAC



## Member of the Paradigm for Parity movement

A coalition of business leaders working towards a new norm in the corporate world—one in which women and men have equal power, status and opportunity.



## 31.75% women in global leadership roles as of 2021

Our ultimate goal?  
Full gender parity by 2030.



## More than 250 locations and 58,000 employees across the region

Starting with the first office in Manila, Philippines in 1948, and the first processing facility—a feed mill—in Suwon, South Korea, in 1969. Singapore is the APAC regional hub.



## Over 75 years in APAC

A region that accounts for 16% of Cargill's total global gross investment.





# Meet our team

Dive into the stories of our women in Operations from across APAC. Find out what drew them here and how we're empowering them to build an impactful career with their passion and potential.

**I'm driving a stronger  
food system for the  
world in my  
unique way.**

**What's a key ingredient for success?**

Definitely the curiosity to keep finding new, smarter, better ways of doing things. It also helps that I love to think out of the box and challenge conventions.



# Lily

**Capital Expenditure (CAPEX)  
Excellence Manager**

Cargill Animal Nutrition & Health,  
China (Tianjin)

**What impact do you bring to the table?**

I ensure a clear investment process for projects. This helps us increase production capacity and support the growth of our business in China.



**How does Cargill empower women to excel in operations?**

Its diverse, equitable and inclusive culture has given me a platform to realize my value. Cargill pays special attention to nurturing women leaders, and I'm now in a leadership development program where I am mentored by a professional coach.



**After 10 years, the best part about working at Cargill is ...**

If you are ready and willing to improve yourself, Cargill will always surprise you at the right time. Opportunities come to those who are prepared.

**The top three items on your career bucket list are ...**

A growth mindset, macro-view skills, and different career experiences.

# Lily



# Penny

**Refinery Assistant Engineer**  
Cargill Agricultural Supply Chain,  
China (Nantong)

**Tell us about your work in a nutshell.**

I help improve the production process and the key performance indicators (KPIs) results of our plant.

**Describe a favorite moment in your Cargill journey so far.**

There are two, actually. One, when I was promoted one and a half years into my time here. And two, when I traveled to a different plant in another province to participate in a key project over a one-month period. It was a great learning experience.



**How has Cargill made the operations field more inclusive and equitable for women?**

There are plenty of opportunities to grow our expertise. Workplace-wise, Cargill puts a lot of thought into making sure we feel safe and comfortable. For example, my plant has built a women's parking lot and a lactation room for nursing mothers.



**When I am not at work, I like to ...**

Get active and play some sports—I've participated in some Cargill Badminton Club's activities. I also like to get involved in volunteer work, either on my own or as a part of the Cargill Cares Council in Nantong. We have Cargill Cares Councils around the world, which are employee-led and are set up to provide support for local charitable and civic organizations.



I'm finding  
**greater meaning**  
in building  
**a successful career**  
every day.

**What's something interesting to know about working at Cargill?**

Cargill has some of the best practice websites around to guide our process improvement efforts. I'm also in the company of many talented co-workers who are my source of inspiration for innovative solutions.



Penny

# Tingting

## Production Excellence Supervisor

Cargill Starches, Sweeteners  
and Texturizers, China (Pinghu)



### Describe a breakthrough moment at work.

After tracking and analyzing the energy consumption of the plant for some time, I proposed several improvements that helped us successfully reduce energy usage while ensuring product quality. I was happy to see my efforts materialize into concrete contributions, for the company and for the environment.



I love exploring ways to build a **stronger, more sustainable future** for us all.

### Tell us about a favorite moment in your 3-year Cargill journey so far.

One and a half years after joining the team as a Process Engineer, I passed the assessment for the Future Factory Manager program and was promoted to my current role. Using system and data analysis digital tools, I help the plant optimize the production process to reduce cost and improve manufacturing efficiency.



### What's the biggest misconception about women working in operations?

That we are less ambitious and lack a spirit for adventure when it comes to decision-making and pushing boundaries.

### How does Cargill empower you to challenge this notion?

Cargill is a strong advocate of diversity, equity and inclusion and I knew from the start that my gender is not going to limit my career progression. I've benefited from plenty of training and opportunities to develop my leadership, growth thinking and change management capabilities, and I have no doubt I can go as far as I want to.

Tingting

# Xingyi

**Assistant Production and  
Quality Improvement Specialist**  
Cargill Protein, China (Chuzhou, Anhui)

**I'm growing my  
career and  
my impact  
on food security and sustainability.**

## **What's a common unconscious bias about women in operations?**

Most people think women can't understand and master technology, and are not suitable for technical work.

When I was in college, many did not get why girls would want to learn mechanics. Even today, a lot of companies still tend to be male-oriented when hiring for operations roles.

## **How does Cargill empower women to excel?**

It believes women can make great leaders and there are many opportunities for us to develop our leadership skills. It has also created an environment where we feel safe to share our ideas and opinions freely, and to challenge or push back on anything that we do not feel is right.



## **When I am not at work, I like to ...**

Read a book. As the saying goes, books are medicine for the mind and soul. There's a healthy work-life balance at Cargill, so there's always time for me to do what I like.



## **What's unique about Cargill?**

Cargill sees people for their capabilities and potential, not their genders. I'm confident I can grow to become as good as I want to be. I had heard great things about its inclusive and diverse culture back in college, which made me really want to work here.



Xingyi





#### How does Cargill empower you to innovate?

By encouraging us to experiment and take risks. We know we're free to try what has never been done before, and we won't be judged by the outcome.

#### Name one factor that's setting you up for success at Cargill.

Training and development opportunities are readily available. These help me build new skills and knowledge, as well as stay up-to-date with the latest trends and best practices in my field. There are also many avenues to learn from experienced leaders through formal or informal settings.



# Ayushi

## Packaging Development Executive

Cargill Global Edible Oil Solutions,  
India (Kandla)



I'm seeing the value of  
**my creativity**  
in building a  
**sustainable future.**

#### What's exciting about your work?

I design and develop innovative and sustainable packaging solutions to meet our customers' unique needs. This can include building prototypes and running tests to assess performance. Cargill is moving towards packaging automation, and my role is also crucial to developing packaging materials for automated machines.



#### Women can excel in operations at Cargill because ...

While it's true that some operations roles may be physically demanding, with proper training, equipment and support, which are all available to us at Cargill, we can perform all aspects of operations work effectively. I'm always on the shopfloor working alongside my male co-workers, and I've never felt like I'm not seen as an equal.

#### If I could do anything in the world ...

I want to do a great job juggling my different personal and professional roles, and to enjoy the process, just like my father. I've always loved observing how he expertly finds the time and means to manage a family and run a business at the same time. I believe in and appreciate the value of achieving that balance, and I hope to be able to follow in his footsteps.

# Ayushi

# Poonam

## Continuous Improvement Specialist

Cargill Global Edible Oil Solutions,  
India (Kurkumbh)

I'm building an ever more  
**sustainable  
future**  
for generations to come.

### What's the most untrue thing you've ever heard about women working in operations?

Many assume we're physically weak and incapable  
of handling the work on the shopfloor.

### Complete this sentence: I'm happiest at work when ...

I'm finding smarter, simpler solutions  
to not-so-simple challenges. I help  
cross-functional departments optimize  
non-value-added activities and  
improve efficiency.

### What surprised you the most in your initial days at Cargill?

The level of autonomy I had to execute a project.  
Also, the assurance that I could always, and easily, reach  
out to anyone with the related knowledge to guide me along.

### Tell us about your favorite piece of career advice.

This line has stayed with me: we're the sculptors of our  
own careers. And there's a lot of room, and support,  
for me to shape how I want to learn and grow at Cargill.



### What is one thing about Cargill that has remained unchanged for you since day one?

The great workplace culture.  
I've been here for 1.5 years now,  
and I am still fascinated by how Cargill  
puts people first—from making sure  
we enjoy our work to respecting and  
valuing work-life balance.



Poonam

**I'm doing my thing  
and always  
the right  
things.**

**What surprised you about working  
in operations at Cargill?**

I thought this career path would be a lonely journey, with not many women on it, and I was afraid I wouldn't be able to keep going for long. But instead, I found a very diverse, inclusive and supportive environment at Cargill, where I feel I belong and where I can pursue career growth.



# Smiley

## Production Officer

Cargill Animal Nutrition & Health,  
India (Rajahmundry)

**What sealed the deal for you to join Cargill?**

I've always been drawn to well-organized conglomerates, and Cargill clearly is one of them. Also, its guiding principles of doing the right thing and putting people first align well with my own professional values, so I thought we would be a good fit for each other.



**What's important about what you do?**

I ensure overall equipment effectiveness and efficiency of the plant, improve productivity and, most of all, see to it that safety always comes first. I adhere strictly to our stop work authority program, SEE/SAY/STOP, which empowers me to voice out, halt and report any potentially unsafe activities.



**How has technology help level the  
playing field in your scope of work?**

Operations work can be labor-intensive in some ways, but digital tools are making it a lot less physically demanding. For example, with the help of technology, I can easily control the plant to see what's happening inside, and to analyze and strategize on operational efficiency improvements.

Smiley



# Annas

## Production Supervisor

Cargill Animal Nutrition & Health,  
Indonesia (Purwodadi)

### What surprised you about Cargill?

I didn't know it is the name behind my favorite brands and comfort food ... chicken nuggets and chocolates. Once I knew, before I joined, I wanted to be part of this innovative team too, because I really appreciated their dedication towards product quality.

### What's your take on inclusion and equity at Cargill?

It's all about not limiting anyone's potential, and Cargill has been making sure of that. It empowers everyone to learn, to progress and to be promoted, regardless of gender, race and age.



### Tell us something we should know about women in operations.

Women do not lack the inclination or confidence to lead. You'll certainly find ambition and aspirations in us.

### What's a piece of advice you received at Cargill that has shaped how you operate ever since?

Always do the right thing, even if it's hard. This is especially important in my work, which is to uphold strict quality assurance standards to deliver zero defect products and prevent product non-conformity.



**I'm living my ambition while bringing to life a more resilient future.**

### This is your fifth year at Cargill.

### What never ceases to amaze you so far?

The fact that I get to work with some of the most brilliant women I've ever known, a few of whom are my peers. They are such strong, smart and capable people.



# Annas



**At work, what can you do today that you didn't think could be done a year ago?**

Delegating tasks. I've now found the confidence to do this effectively as a people manager.

**One of the best things about working at Cargill is ...**

We can all speak up and voice out freely. It's one of my traits as a person too, so it's great. Cargill has a very open culture.



# Regia

## Environmental Health & Safety Specialist

Cargill Starches, Sweeteners and Texturizers, Indonesia (Pandaan, East Java)



**I'm creating a safer workplace as we build a healthier, more sustainable world.**

**What's the easiest way to explain what you do?**

I establish and sustain a safety culture in the workplace with the goal of achieving zero harm to the environment and people. This means ensuring that the right tools and practices are in place so that nobody gets hurt, be it physical injuries or health-wise.

**Tell us about a proud career moment for you at Cargill so far.**

Last year, I felt it was time to challenge myself even more, and so I made a major switch in specialization. I had been working as a Manufacturing Technology Engineer since I joined Cargill in 2019. Today, I'm learning very different things working in the area of environmental health and safety. I'm also excited to see how I can add value with the experiences I have gained in my previous role.



**Cargill empowers women to excel in operations by ...**

Making sure we know it is a safe place for women to be themselves, to stand out, and to build the careers they want.

# Regia

# Tannia

## Business Operations and Supply Chain Analyst

Cargill Cocoa & Chocolate, Indonesia (Gresik)

### Let's demystify what you do.

In the simplest terms, I lead projects and initiatives to find innovative and sustainable solutions to optimize cocoa processing, for example, to improve end-to-end yield. A large part of my work involves communicating and collaborating with different functions and regions, which often leads to interesting new ways of looking at complex situations. That's one of my favorite parts of the job.

### Tell us about Cargill Women Network. What does it mean to you?

It is an employee resource group to support us in building a strong gender-inclusive culture, as we identify and remove barriers and bias. There are chapters around the world, including one in Asia-Pacific. For me, the network shows Cargill's commitment to creating a safe and empowering workplace for women.



### Growing up, I wanted to be ...

Just like my mother. She enjoys a great career and is a leader in her own right.



I'm making sure  
there's a  
**sustainable,  
secure  
supply  
of cocoa for  
generations to come.**

### The biggest myth about women at work is ...

We are emotional creatures who crack under pressure. On the contrary, when the heat is on, I become even more enthusiastic about finding solutions, even if it means making unpopular decisions.



# Tannia





**Name one factor that's setting you up for success at Cargill.**

My manager. Being both a woman in operations and in leadership, she has been a great source of inspiration and guidance in my professional development.



# Darcy

## Shipment Execution Specialist

Cargill Agricultural Supply Chain,  
Australia (Melbourne)



**I'm meeting tomorrow's food demand with my passion for agriculture.**

**Tell us about your role.**

This is my first full-time role out of university, where I majored in Agriculture. As part of the export team, I coordinate the delivery of grain and oilseeds from growers and our upcountry storage sites into ports, via trucks and trains, for shipping to overseas customers.



**Where have you seen growth in yourself so far?**

I've become a resilient problem-solver and someone who faces challenges with a positive mindset. I also had the opportunity to do an external training course that develops women for leadership. Through it, I built stronger communication skills and the ability to express my ideas and opinions confidently in meetings.

**A career in operations at Cargill is ...**

Fulfilling, rewarding, and fun. We do a lot of social activities together as a team, like winery tours and go-karting. Beyond having a good time together, it's also a great way to strengthen work relationships.

# Darcy

# Chaithanya

**Production Process Engineer**  
Cargill Global Edible Oil Solutions,  
Malaysia (Port Klang)

## Why Cargill?

Cargill has a long history of keeping the world's food system sustainable and resilient. I really wanted to be a part of that and, nearly three years on, it's still what gets me excited to come to work every day.

## How's your Cargill journey so far?

Exhilarating and I'm loving it. In just a little over a year, I already had the opportunity to learn extensively about edible oil manufacturing, the dynamics involved in the process, as well as the specialty of each product in our portfolio. I'm surrounded by people with specialized expertise in their respective fields, and who are happy to help me learn.



## Tell us about a proud moment at work.

Together with two other junior women on the team, I had the chance to present Cargill Malaysia's roadmap and operational excellence success stories to our business leaders. It was well-received and gave me a serious confidence boost.



## How does Cargill empower women to excel in operations?

It recognizes the need for equal representation of women in this field. It also truly believes that a diverse and inclusive workforce is a dynamic and innovative workforce. I've learned that regardless of our gender, age and race, we're each an integral part of the team and we can all make a difference.



**I'm part of  
the solution  
to some of the  
world's most  
urgent challenges.**

## Describe your role in a nutshell.

I keep up with the latest manufacturing standards and processes, and use my knowledge to optimize the current operations. Innovative thinking and a sustainability-centric mindset are also critical to what I do.



Chaithanya



### How did Cargill set you up for success when you first joined?

Everything was in place for me to do well. Cargill assigned me to a diverse team with deep expertise in various areas, so I could tap on a lot of knowledge and support. I was also given access to a wealth of online resources to learn more about refinery operations. And here's the best part—

I got to visit other Cargill refineries across Asia to meet and interact with experts in the field, who ended up becoming my mentors.



# Genevive

## Refinery Shift Lead

Cargill Agricultural Supply Chain,  
Philippines (General Santos City)



**I'm empowered to be  
at my best at  
advancing  
how food and agriculture work.**

### What's a common unconscious bias about women in operations?

Most people automatically think women are not tough enough to handle operations work. I'm glad Cargill is empowering us to disprove that thought.

### What's a day in your life like, in your role?

I supervise staff, manage the plant and equipment and optimize production. Most of all, I make sure safety is not compromised in any way in day-to-day operations.



### What's the role of technology in your work?

With the help of digital technologies and real-time data, I can operate and maintain refinery assets in a safer, more efficient way, while ensuring product quality.

### Cargill has opened my eyes to ...

How one's personal brand can open doors to greater things. I'm working on building mine and to be seen as a brand ambassador of Cargill's values and what we do. I'm very interested to take active ownership in conversations around our development and growth.

# Genevive



# Joslyn

**Operations Engineer**  
Cargill Cocoa & Chocolate,  
Singapore

## In essence, what do you do?

I'm a problem-solver who seeks continuous improvement in operations, while supporting production needs. Also, I make sure no one works in silos and that there is solid teamwork all around.

## An operations career at Cargill is ...

Ever-changing, exciting and challenging. I'm almost hitting the 3-year mark at Cargill, and I can see there's still plenty of room and avenues for me to develop myself. I can also easily tap into a rich cache of global resources to learn, grow and do my job better.



## What's something that many often get wrong about women at work?

That we are risk-averse. At Cargill, I've seen women take big but well calculated risks that have brought the organization to greater heights.



## What's your unique strength?

I'm always ready to adapt. When I need to do something I've never done before, I choose to get excited—not worried—about the chance to learn new things and to eventually make them a standard part of my skill set. Over time, I've built greater confidence in my ability to take on anything.



**I'm fueling  
the work of feeding  
a growing demand for  
food  
security.**

## How does Cargill take care of its people?

It does that in many ways. For example, Cargill really respects and values work-life balance. It can be simple things like making it a point to start and stop meetings on time, so we can all have ample time to complete our work and get on with personal plans. There are also many benefits that consider our needs as a whole person, covering every aspect from thoughtful leave programs to resources to support our physical, psychological and financial well-being.



Joslyn

# Kolunya

## Cargill Future Leader, Production

Cargill Protein — Asia & Europe,  
Thailand (Saraburi)



### Tell us about gender inclusion and equity at Cargill.

We're very progressive in these areas. I was pleasantly surprised when I realized we have a woman in the position of Plant General Manager. Also, Cargill is a strong advocate of the LGBTQ community, which is great. This is how companies should be like in the new age.



I'm improving food security with **better, smarter and more sustainable processes.**

### What's the Future Leader Program at Cargill Thailand?

Think of it as an accelerated management trainee program. I'm now midway into the Future Leader Program (FLP) journey, which I joined after completing my master's in industrial engineering.



### What brought you to Cargill?

I was previously working in the automotive industry. When the Covid-19 pandemic hit, there was an increased focus on food security. I realized food manufacturing would be an interesting and in-demand area to explore. Through the FLP, I had the opportunity to make this switch.

### Cargill empowers me to excel by ...

Empowering me with knowledge. I've never worked in a business that places this much emphasis on skills development, be it hard or soft skills.

### The top three items on your career bucket list are ...

Continuous lifelong learning, exposure to a variety of roles and functions, and to lead and inspire others.

# Kolunya

# OPERATIONS

Empowering a new generation of leaders  
and innovators to nourish the world

**Find your place at the heart and soul of our business.  
Join us in Operations at Cargill and start your own  
success story journey.**

**Learn more and apply**

Working at Cargill



Cargill Women  
in Operations

