

Global HR Transformation at Cargill

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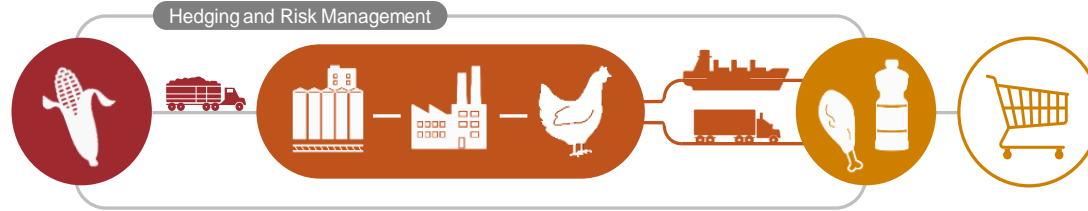
Cargill Overview

Cargill at a glance

Together with farmers, customers, governments and communities, we help people thrive by applying our insights and over 150 years of experience. We have 155,000 employees in 70 countries who are committed to feeding the world in a responsible way, reducing environmental impact and improving the communities where we live and work.

Cargill provides food, agriculture, financial and industrial products and services to the world.

160,000
employees



Buying crops from farmers, delivering tools and expertise

Storing and transporting crops globally

Manufacturing value-added commodities for food, feed and fuel

Handling and processing animals for protein products

Producing ingredients and protein products for distributors and consumer goods companies

Providing food to retail outlets and restaurants

Working in
70+
countries

Over 150
years of experience

History of Cargill in Bulgaria



Cargill Agricultural Supply Chain

- Established in 2006
- 13 employees



Ocean Transportation

- Established in 2013
- 94 employees



Cargill Business Services

- 1100 employees
- Established in 2014

- **3 locations** – CBS and CASC offices in Sofia & OT operations in Varna
- CBS Sofia office is the largest office facility in EMEA region
- **Rank # 60** of biggest Bulgarian legal entities list
- **Rank #2** in Agriculture for 2017

Global HR Transformation at Cargill

BEFORE and AFTER - Benefits of the change

Before



- Inconsistent activities
- Variable processes
- Duplicative work
- Unreliable data
- Multiple data systems
- Tactically-focused HR

After



- Standardized core HR processes
- Efficient, cost-effective services
- Specialists / experts
- Stronger focus on addressing business strategy needs
- Direct access for managers & employees to some of their data

Key Benefits



- Greater consistency of HR processes & experiences
- More specialized HR service
- More strategically-focused HR
- More control over data for managers
- Enhanced reporting capabilities for managers

We have re-aligned the HR operating model to meet the needs of the business



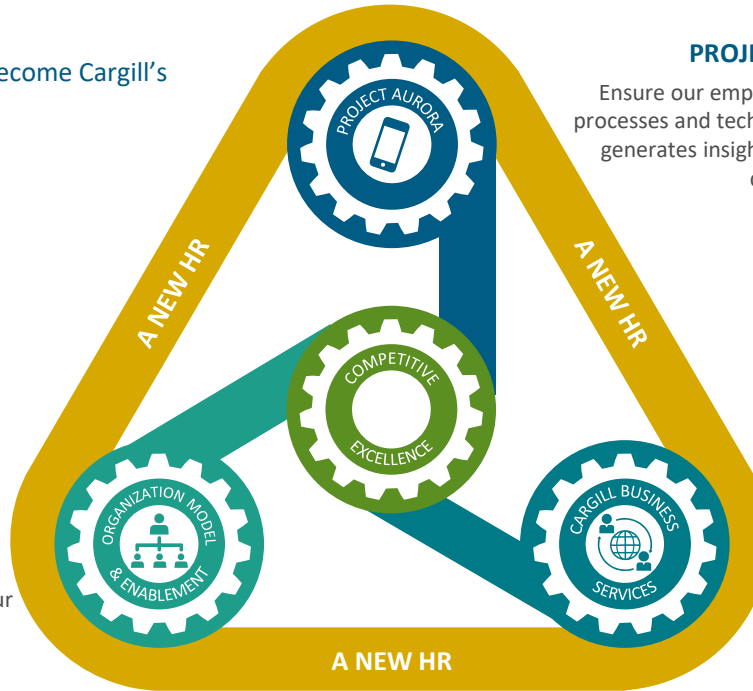
The HR Transformation comprised of projects focused on structure, process, technology, people and culture in support of the HR Strategy

POWERING THE ORGANIZATION

Unleash the potential of **our people** and become Cargill's **HR partner of choice**.

ORGANIZATION MODEL & ENABLEMENT

Change how HR services and solutions are delivered to the business by transforming our operating model and building capability



PROJECT AURORA

Ensure our employee data management processes and technologies provide data that generates insights for strategic business decisions

CBS

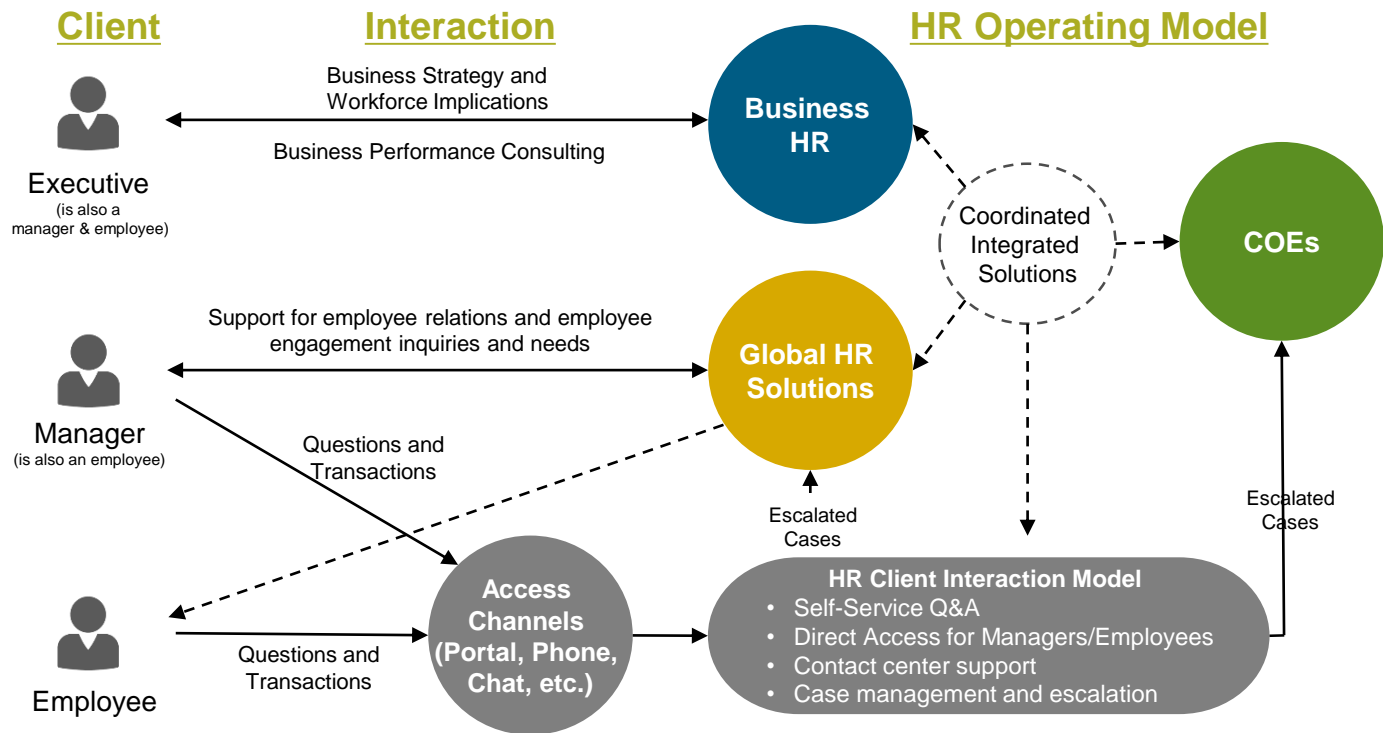
Accelerate the use of shared services to enable the business to focus on what they do best

A NEW HR

COMPETITIVE EXCELLENCE

Apply rigor to the way we operate, build a continuous improvement culture, and accelerate further efficiencies and scale

How Cargill's leaders, managers and employees interact with HR



*Source: Aon Hewitt | Organization & HR Effectiveness March 2016

Global HR Solutions is where managers and employees interact with HR

Within Global HR Solutions, services will be delivered from global, regional and market teams as well as from CBS

Global

Global Compensation and Mobility

- Group/Region Compensation Consulting
- Compensation Solutions
- Global Mobility

Regional

Talent Acquisition

- Sourcing
- Recruiting

Talent Performance

- Organisation Development
- Talent Management
- Learning
- Employee Development
- Change Management

Market

Local Services

- Employee Relations
- Industrial Relations
- Employee Experience
- Operations

Cargill Business Services (CBS)

Some aspects of:

- Benefits
- Fleet
- Employee Relations
- Learning
- Payroll
- Time & Attendance
- Position Management
- Recruitment

The Learnings

Global HR Transformation – the Learnings





Questions & Answers



Helping the world *thrive*