

Diversity & Inclusion

AT SCOLAR



Scoular by the Numbers



1000+
Employees



\$4.6 Billion
Annual Revenue (FY20)



1+ Billion
Bushels Traded (FY20)



10+ Languages
Spoken by Scoular Employees



100+ Facilities
(Offices, Storage, Handling,
Processing) in **North America**
and **Asia**.



80+ Countries
Shipping goods **locally**
and **internationally**



\$1+ Billion
Sales of Food & Feed
Ingredients (FY20)



Diversity and Inclusion at Scoular

Diversity and inclusion are crucial components to Scoular's long-term strategy. Creating an inclusive work environment means all people have a real sense of belonging, and it allows for diversity to thrive in organizations. Further, Scoular's decision to put effort and resources behind diversity and inclusion is good for business:

- Embracing a diverse and inclusive workforce helps foster a positive company brand and reputation which ultimately gives us a competitive advantage in attracting and hiring the best and brightest entrepreneurial talent in the market.
- Inclusive work environments lead to higher employee engagement. Higher engagement leads to reduced turnover/costs.
- In inclusive environments, diverse perspectives lead to more creativity, faster problem solving and better overall decision making, which leads to increased profits.
- Our customers and communities are continuing to become more diverse and our workforce should reflect that diversity.

FROM THE CEO

Diversity and Inclusion is a crucial component of our business strategy, and one of the key pillars in evolving our culture. Successful execution on this strategy requires all of us to engage, learn and think differently. I am excited about our journey and look forward to reaching new goals as an organization.”

— Paul Maass
CEO



Definitions

Diversity: difference

At Scoular, we believe that diverse thinking makes us smarter and leads to more creative decisions that deliver better results. We think broadly about all our differences that lead to diverse thinking.

Differences can include race, ethnicity, gender, age and disability, socio-economic status, sexual orientation and gender identity, veteran status, religion or spiritual beliefs, political beliefs, other ideologies and perspectives, geographical background and the varying experiences people bring to the workplace.

We welcome these differences and seek a workforce that reflects the diversity of our customers and markets.

Inclusion: belonging and uniqueness

Inclusiveness is all about all employees feeling a sense of belonging that encourages them to bring their uniqueness to the group. True inclusion means every employee feels comfortable being their full self at work and their differences are not only accepted but celebrated.

TIE TO OUR VALUES

Inclusion

We win when we bring a diverse set of ideas and people together to collaborate for company success.

Curiosity

It is the root of our creativity, innovation and flexibility. We seek deep understanding of markets and customers' unique needs. Coupled with knowledge, it leads to creative, unique solutions for mutual benefit.

Perseverance

We commit to shared goals knowing that there are many paths to reach them. Success means that we deliver results in the right way.

Integrity

Our word is our bond. We do what is right, not just what is easy or allowable. We are candid in our relationships.

Compassion

Our employees are people first. We understand and value all that each person contributes to our collective well-being. We show compassion when adversity affects any of us. Each of us is stronger because of this.

Stewardship

We deploy the assets of the company to win, while being disciplined to safeguard them for the next generation.

Diversity and Inclusion Council Members

Scoular formed the Diversity and Inclusion Council in January 2020. The Council spent nearly a year together, learning and sharing experiences related to a variety of diversity and inclusion topics and later devoted significant time to creating the first diversity and inclusion strategy for Scoular. These leaders are passionate about Scoular's culture and collectively contributed to a robust and tailored approach for Scoular.



Dave Briggs
General Manager
NVO



Doug Grennan
VP & General
Manager, SGGO



Leslie Lanz
Controller,
Finance



TJ Mandl
Trade Unit Manager,
Southern Plains



Tara Olson
Strategic Brand Manager,
Brand Marketing &
Corporate Communications



John Park
Vice President &
General Manager,
Rail Wheat



Justin Reed
Facility Manager,
Export Oilseeds



Mandy Smith
Trade Unit Manager,
Western Nebraska



Jeff Vipond
VP & General
Manager,
Pulses & Seeds



Maryam Yusuf
FSQR Director,
Food Safety & Quality

IN THEIR WORDS

“If you take the time to reach out and really listen, you will find that not everyone shares the same experiences you do and unfortunately not all experiences are positive. The hard truth is not everyone comes to work and feels like they can let their guard down.”

— TJ Mandl
Trade Unit Manager

“Diversity helps eliminate the risk of ‘group think’ and increases the potential for innovation within a group. Inclusion is the practice that allows those diverse groups to feel safe enough with each other to express those ideas.”

— Dave Briggs
General Manager

Approach to foundational strategy

By design, the work on our diversity and inclusion journey is driven by our business leaders.

Our strategy starts with laying a solid foundation on which we will build over time. Our strategy is organized by four subcategories: Process, awareness, communications and metrics.



“Spending time building and investing in diverse networks, both personal and professional, is a great way to learn and grow from those who see life through a different lens. When we limit our circles, we limit the realm of what is possible.”

— Jennifer Deitloff
Chief Diversity Officer



D&I Strategy – Strategic Objectives

- 1. Process:** Identify, assess, and remove systemic and/or procedural barriers to attracting, recruiting and retaining a diverse workforce and build and implement policies and practices to support an inclusive workplace.
- 2. Awareness:** Enhance employee awareness and understanding of D&I topics while establishing organizational buy-in to the cultural value and enhanced company performance created by a diverse and inclusive workplace.
- 3. Communication:** Provide consistent and transparent communication to support and promote D&I objectives to all internal and external stakeholders.
- 4. Metrics:** Develop meaningful diversity and inclusion metrics to measure progress on diversity and inclusion goals.

IN THEIR WORDS

“The part of the strategy that I’m most excited about is providing learning & growth opportunities that will present themselves & hopefully seeing more people emerge as leaders & allies within the company.”

— Mandy Smith
Trade Unit Manager

“I joined the D&I council because of the fact that while I cannot control or change other people’s thoughts or behaviors, I am in complete control of mine.”

— Leslie Lanz
Controller

“The part of the strategy that I am most excited about is intentionally seeking out diversity and putting in the work to foster diversity & inclusion which will increase the effectiveness of our business units. This makes me so excited about the impact that implementing the strategy will have on the employee experience at Scoular.”

— Maryam Yusuf
FSQR Director



Connection with Scoular's Sustainability Initiative

As part of the D&I pillar in our sustainability initiative we established the following goals by 2025:

- Developing and implementing of an internal and external method for transparency on diversity and inclusion progress.
- Developing a recruitment, pipeline, and retention program for BIPOC on which we will make milestone progress.
- Reaching numeric milestone goals for gender parity.
- Creating an annual executive leadership coaching program with affiliated key performance indicators.
- Implementing a system for and completion of annual pay parity reviews.

IN THEIR WORDS

“The markets that Scoular operate in are increasingly more complex than ever as technology, consumer trends, food safety, transparency, etc all factor their way into the value proposition. Scoular will need a diverse basket of skill sets and people to navigate the waters ahead. Building a culture where existing and new talent can thrive and grow is critical.”

— John Park
Vice President & General Manager

“Being part of the Diversity and Inclusion Council has really opened my eyes for the need to proactively drive D&I education and understanding. The business focus of Scoular’s D&I Council is the right approach and is crucial to Scoular’s success.”

— Bob Ludington
SVP, Division General Manager

Important milestones to date

January 2020

Established cross functional Diversity and Inclusion Council

May 2020

Named first Chief Diversity Officer

June 2020

- Signed on to Omaha Chamber's CODE Coalition Pledge, committing to development of a D&I Strategy and taking part in an employee inclusion assessment
- Implemented diversity and inclusion goals for all senior leadership team
- Launched Scoular's first employee resource group - Scoular Women Influencing Culture
- Legal department signed on to DiversityLab's Mansfield Rule - a program that allows law departments to become certified when it meets certain criteria around diverse slates for new internal lawyer hires and use of outside counsel

August 2020

Participated in first all employee inclusion survey

October 2020

Developed Scoular Talks - employee roundtable discussions on important topics including understanding systemic racial injustice, understanding privilege, and allyship

January 2021

Delivered Scoular's first comprehensive diversity and inclusion strategy

February 2021

Joined Together We Grow, a consortium of some of the world's largest agribusiness interests focused on building a skilled, diverse and inclusive agricultural workforce



WE ARE ALL IN THIS TOGETHER



There are a variety of ways that you can get involved in Scoular's journey.

1. Join a book club (watch the HUB for details)
2. Take a look at the resources list on the HUB for great podcasts, articles, books and short videos on key foundational topics.
3. Check out on-demand learning in Absorb
4. Join a Scoular Talks session and/or other educational opportunities that are offered.
5. Look at your personal and professional networks and be intentional about inviting diverse perspectives.

Another way Scoular is taking action is by teaming up with other organizations to drive deeper impact in our workplace and communities. A few of the ways we collaborate are:

Third Party Partnerships

We seek out opportunities to partner with third parties to collectively enhance the lives of others. One of these partnerships is the formation of a new project called American Connection Corps. This program connects 50 young adults or "fellows," to spearhead community projects centered around digital access and tackling challenges facing their communities. You can read more about this project here:

landolakesinc.com/Press/News/American-Connection-Corps

If you have an idea for a partnership that will have a positive societal impact, please contact us.

Community Involvement

We are committed to giving back in ways that drive meaningful impact and positive change. To that end, we partner with local organizations and advocacy groups seeking to enhance the quality of human life in the communities where we live and operate. The Scoular Foundation prioritizes giving to programs that enrich those communities and further social impact goals. We also encourage milestone employee volunteer hours every year.

Supplier Diversity

We are committed to working with our suppliers and other vendors to promote and celebrate diversity and inclusion.