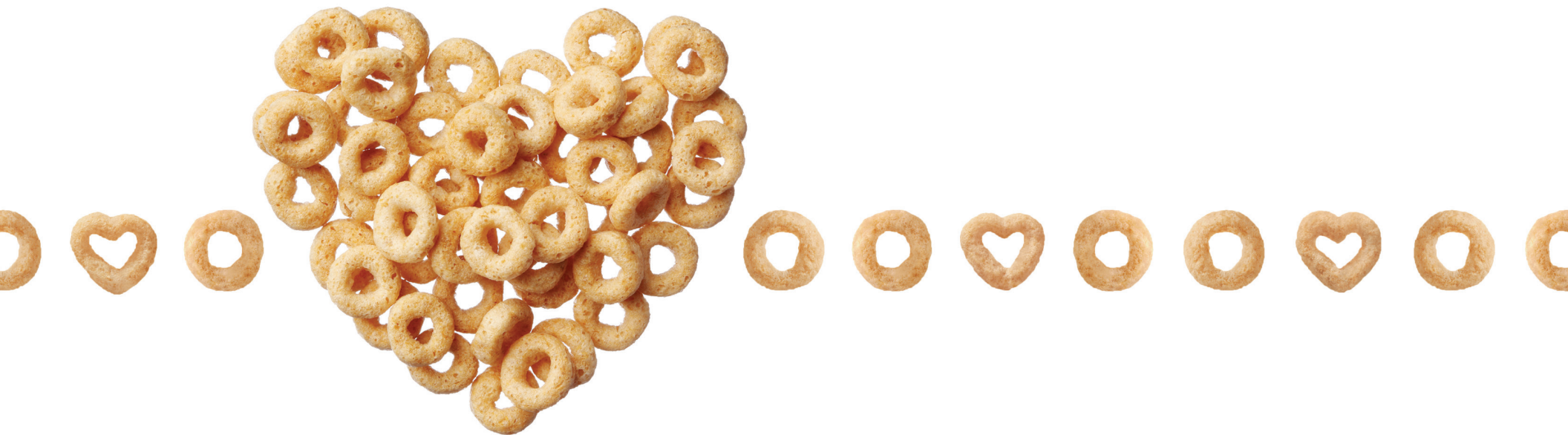




# Global **RESPONSIBILITY** 2020



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## To our stakeholders



Jeffrey L. Harmening  
Chairman, Chief  
Executive Officer  
General Mills

General Mills celebrated its 90-year anniversary as a publicly traded company this past fiscal year. Of the 800 companies traded on the New York Stock Exchange when we first listed in 1928, only 44 remain today. That's right, only 44. What a nod to our resiliency, adaptability and our ability to change. As we continue our transformation journey and enter a new decade, our track record of leadership will help us meet the needs of our consumers and tackle pressing environmental and social challenges. As General Mills moves ahead by leading to grow, we are transforming the company to be bolder, faster and stronger.

Our refreshed purpose – making food the world loves – and company culture matter more now than ever before. During my time as CEO, we've built upon what has always been a strength of General Mills: developing skilled and dedicated employees. With the

launch of a new global inclusion strategy in fiscal 2019, we are focused on cultivating a true sense of belonging for our employees. A highly engaged, inclusive workforce is ever essential to achieving our objectives and will make the difference between winning and losing.

As a global food company, our business depends on the earth and its resources. Threats to land, water and climate harm our business and compromise our ability to feed a growing population. It is no longer enough to sustain our planet. We must *regenerate* the natural systems upon which we all depend. To that end, in 2019 we announced a goal to advance regenerative agriculture practices on one million acres of farmland by 2030. We're committed to continuing to push ourselves — and our partners — to do what's right, always. To lead with our actions.

In our 50th year of reporting our social and environmental performance to stakeholders, we remain committed to disclosing our progress, as well as our challenges. We continue to support key global efforts to advance the sustainability agenda, including the United Nations Global Compact, which we have endorsed since 2008. While we're proud of our progress, we have more work to do and are motivated by the opportunities to unleash our scale in the years ahead.

As always, we welcome your questions and comments.

Sincerely,

Jeff



Kofi Bruce  
Chief Financial Officer  
General Mills

To deliver strong and stable shareholder returns, we must successfully serve all our stakeholders – our consumers, customers, employees and communities. This requires understanding their needs and expectations and creating value broadly. In addition to financial results, we also prioritize environmental and social performance, where we can unleash our global scale for great social and environmental impact.

This report describes initiatives that drive value in multifaceted ways:

- Delivering products that meet diverse consumer needs creates market opportunities. In fiscal 2019, we achieved more than \$1.4 billion in net sales from our Blue Buffalo Pet Products business and

our natural and organic products have also achieved more than \$1 billion in net sales.

- Sustainably sourcing ingredients, protecting at-risk watersheds and advancing regenerative agriculture help to protect input availability and ensure we can make the food people love far into the future.
- Reducing natural resource usage saves money while decreasing our environmental footprint. Over the last 10 years, General Mills has saved more than \$400 million through proactive sustainability initiatives, including energy savings, packaging reductions and transportation efficiency.
- Building a more sustainable business helps attract and retain the best

employees and supports the communities in which we do business.

We also work to incorporate guidance from frameworks such as the Sustainability Accounting Standards Board and the Task Force on Climate-related Financial Disclosures to better address stakeholder needs.

We've been driving returns for more than 150 years and we believe continuing to create value in the future will depend on our ability to increase our financial, environmental and social sustainability.

Sincerely,

Kofi

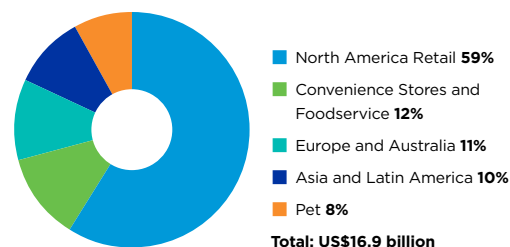
# Company overview

## Our purpose

At General Mills, we make food the world loves. And by being a bolder General Mills, we will make consumers' lives better – and return our company to growth. But we have never believed in growth for growth's sake. We will also boldly help heal the Earth through responsible farming practices and solve big problems to have a positive impact on the world.

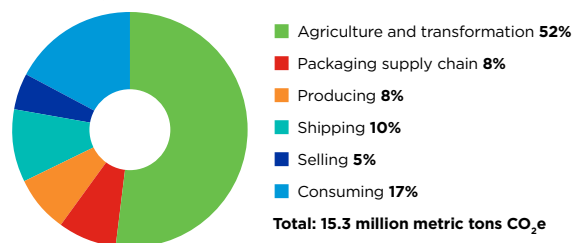
## Key metrics

**Net sales by segment, fiscal 2019\***  
(percentage of total)



\*Does not include US\$1.0 billion of net sales from joint ventures.

**Carbon footprint, fiscal 2019**  
(percentage of total)



**Total giving, fiscal 2019**  
(dollars in millions)



## Our brands













General Mills produces and markets more than 100 consumer brands in more than 100 countries on six continents.



GRI 102-2

# Highlights in 2019

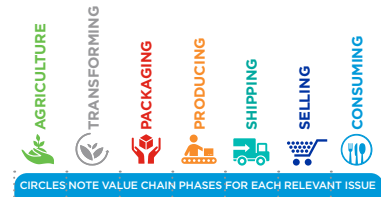
At General Mills, we work to create holistic value throughout our supply chain, from agriculture and operations to our consumers and communities. Below are some highlights of our progress in fiscal 2019.

Food	Planet	People	Community
<p><b>100%</b></p> <p>of facilities worldwide audited and/or certified for food safety by independent third parties.</p> 	<p><b>1 million</b></p> <p>We will advance regenerative agriculture practices on <b>1 million</b> acres of farmland by 2030.</p> 	<p><b>80%</b></p> <p>Our overall employee engagement score reached <b>80%</b>, a 5% increase from 2018.</p> 	<p><b>\$93 million</b></p> <p>We gave <b>US\$93 million</b> to charitable causes in fiscal 2019, including General Mills Foundation grants, corporate contributions and food donations.</p> 
<p><b>45%</b></p> <p>of General Mills global volume met the company's criteria as Nutrition-Forward Foods.</p> 	<p><b>91%</b></p> <p>of our 10 priority ingredients sustainably sourced.*</p> 	<p><b>50%</b></p> <p>of professional positions and 35% of company officer positions are held by women globally.</p> 	<p><b>83%</b></p> <p>of our employees worldwide volunteered in their communities.</p> 
<p><b>2nd</b></p> <p>General Mills is the second-largest branded natural and organic food producer in the U.S.</p> 	<p><b>14%↓</b></p> <p>Our greenhouse gas emissions footprint decreased <b>14%</b> in 2019 compared to 2010.</p> 	<p><b>0.89</b></p> <p>Our global total injury rate was <b>0.89</b> injuries per 100 employees in fiscal 2019, significantly below food-industry averages.</p> 	<p><b>28 million</b></p> <p>Our product donations to food banks enabled <b>28 million</b> meals in 2019.</p> 

\*See the definitions of sustainably sourced for our 10 priority ingredients on page 40.

# Materiality\*

This table summarizes the issues that are most material to our global responsibility strategy, based on a [materiality assessment](#) conducted in 2018. It includes several priority issues ranked highest by our stakeholders. We describe information about our approach to and progress on these issues throughout this report and in the [Global Reporting Initiative \(GRI\) index](#). [GRI 102-46, 47](#)



		AGRICULTURE	TRANSFORMING	PACKAGING	PRODUCING	SHIPPING	SELLING	CONSUMING
PRIORITY MATERIAL ISSUES	<b>Climate change</b>	Advance programs to reduce greenhouse gas emissions and help mitigate the effects of climate change throughout the value chain. <i>Sub-issues: adaptation and resilience; climate policy advocacy; mitigation</i>	●	●	●	●	●	●
	<b>Commodity availability</b>	Maintain reliable access to key commodities and inputs. <i>Sub-issues: political disruption; severe weather; water-stressed areas</i>	●	●	●	●	●	●
	<b>Corporate governance and ethics</b>	Operate with integrity and the highest standards of oversight, ethics and compliance. <i>Sub-issues: anti-corruption; ethics and compliance; grievance processes; privacy and data protection</i>	●	●	●	●	●	●
	<b>Diverse consumer needs</b>	Diversify our product offerings and meet changing consumer preferences. <i>Sub-issues: dietary needs; preferred agricultural practices; preferred ingredients</i>	●	●	●	●	●	●
	<b>Food safety</b>	Set and maintain the highest standards for food safety and quality. <i>Sub-issues: audits; certification; recalls; training</i>	●	●	●	●	●	●
	<b>Health and nutrition</b>	Improve the variety and nutritional profile of our products and engage in public discussions on nutritious lifestyles. <i>Sub-issues: increasing beneficial nutrients and food groups; decreasing nutrients of concern; nutrient-dense foods</i>	●	●	●	●	●	●
	<b>Human rights</b>	Protect and respect human rights throughout the value chain. <i>Sub-issues: child labor; discrimination; fair compensation; forced labor; freedom of association and collective bargaining; gender equality; human trafficking; land rights; safe and healthy working conditions; working hours</i>	●	●	●	●	●	●
	<b>Responsible sourcing</b>	Improve social, environmental and economic impacts of raw material sourcing. <i>Sub-issues: integrated pest management; organic/regenerative farming; risk assessments and audits; soil health; supplier diversity; supplier responsibility; traceability</i>	●	●	●	●	●	●
	<b>Water stewardship</b>	Reduce water use and ensure appropriate water management throughout the value chain, especially in water-stressed areas. <i>Sub-issues: water use in agriculture; water use in packaging</i>	●	●	●	●	●	●
OTHER MATERIAL ISSUES	<b>Animal welfare</b>	Ensure the humane treatment of animals throughout the supply chain. <i>Sub-issues: animal testing; antibiotic use; the "five freedoms"</i>	●	●	●	●	●	●
	<b>Biodiversity</b>	Conserve a variety of plant and animal species through sustainable sourcing practices. <i>Sub-issues: agricultural practices; forestry practices; vulnerable species</i>	●	●	●	●	●	●
	<b>Biotechnology</b>	Ensure responsible use of biotechnology tools and techniques in agricultural practices and food production. <i>Sub-issues: consumer transparency; disclosure requirements; technologies (CRISPR, gene editing, genetically modified organisms)</i>	●	●	●	●	●	●
	<b>Deforestation</b>	Advance strategies to reduce tree clearing and associated environmental impacts. <i>Sub-issues: biodiversity; climate change; endangered species; high-risk supply chains (cocoa, fiber, palm oil)</i>	●	●	●	●	●	●
	<b>Diversity and inclusion</b>	Foster a diverse and inclusive workplace. <i>Sub-issues: board of directors diversity; equal opportunity/nondiscrimination; gender equality; workforce diversity (beliefs, cultural values, gender, perspectives, race, sexual orientation)</i>	●	●	●	●	●	●
	<b>Employee health, safety and well-being</b>	Maintain a safe workplace for our employees, contractors and visitors, and help employees lead healthier lives. <i>Sub-issues: accident, injury and illness prevention; physical and emotional wellness; work/life balance</i>	●	●	●	●	●	●
	<b>Employee recruitment and development</b>	Provide competitive pay and benefits, and invest in training and development opportunities. <i>Sub-issues: compensation and benefits; employee engagement; employee recruitment and retention; training and development</i>	●	●	●	●	●	●
	<b>Energy use</b>	Reduce energy use and costs throughout the value chain. <i>Sub-issues: energy efficiency; renewable energy use; total energy use</i>	●	●	●	●	●	●
	<b>Farmer livelihoods</b>	Support farmers' capabilities and capacity to maintain viable operations. <i>Sub-issues: economic empowerment for smallholder and women farmers; farm worker safety</i>	●	●	●	●	●	●
	<b>Food security</b>	Improve access to healthy, affordable food for the world's growing population. <i>Sub-issues: donations; food access and equity; food banks; food deserts; school meal programs</i>	●	●	●	●	●	●
	<b>Food waste</b>	Reduce food waste and loss from field to fork and beyond. <i>Sub-issues: food rescue/recovery; packaging design to reduce food waste; product labeling</i>	●	●	●	●	●	●
	<b>Packaging footprint</b>	Reduce the environmental impact of packaging. <i>Sub-issues: amount of materials used; lower-impact materials; materials selection (fiber, glass, metal, plastic); ocean plastic; packaging fees/bans; recyclability</i>	●	●	●	●	●	●
	<b>Public policy and engagement</b>	Engage with policymakers to advance the interests of General Mills and its stakeholders, maintain the company's license to operate, and drive social and environmental improvement. <i>Sub-issues: lobbying; policy advocacy; political contributions</i>	●	●	●	●	●	●
	<b>Responsible marketing</b>	Maintain the highest standards for marketing and advertising, including through adherence to internal and industry guidelines. <i>Sub-issues: commitments and policies; marketing to children; nutrition and ingredient labeling</i>	●	●	●	●	●	●
	<b>Transparency</b>	Communicate openly with stakeholders about our products and business practices. <i>Sub-issues: employment practices; ingredients; labeling; online access to information; supplier relationships/accountability</i>	●	●	●	●	●	●

\*In this report, the terms "material" and "materiality" refer to topics that reflect General Mills significant environmental and social impacts or that substantially influence our global responsibility strategy. We are not using these terms as they have been defined by securities laws in the United States or in the context of financial statements and financial reporting.

# Priority material issues: Goals and performance

	Issue	Commitment/Goal	Progress			
			2017	2018	2019	
FOOD	Food safety	Ensure all facilities worldwide are audited and/or certified by independent third parties using globally recognized food safety criteria (% of facilities)	100%	100%	100%	
		Achieve Global Food Safety Initiative certification of all General Mills owned facilities by 2020 (% of facilities)	82%	84%	91%	
	Health and nutrition	Global volume meeting criteria as "Nutrition-Forward Foods" (% of global volume)	N/A	N/A	45%	
		Comply with global industry front-of-pack calorie labeling	Ongoing (see page 19)			
	Diverse consumer needs	Continue to expand product offerings to meet consumer needs and preferences				
		■ New product launches in the U.S. (number of SKUs)	310	265	340	
		■ Gluten-free retail products in North America (number of products)	920	900	1,000	
		Reach US\$1 billion in net sales from natural and organic products in the U.S. by 2019 (US\$, in millions)*	\$1,073	\$1,119	\$1,116	
	PLANET	Climate change	Reduce absolute GHG emissions across our full value chain by 28% by 2025 and 41-72% by 2050 (% change compared to 2010)	-11%	-13%	-14%
			Achieve 100% of packaging recyclable by design by 2030 (U.S. data reported, by weight)**	88%	89%	88%
Reduce energy use by 2% annually (% change)***			3%	-1%	0%	
Reduce production solid waste generation by 3% annually (% change)***			5%	44%	-5%	
Achieve zero waste to landfill at 30% of our owned production facilities by 2020 and 100% by 2025 (% of production facilities)****		14%	20%	24%		
Water stewardship		Champion the activation of water stewardship plans for the company's most material and at-risk watersheds in its global value chain by 2025	Ongoing (see pages 31-32)			
	Reduce water withdrawal by 1% annually (% change)***	-5%	-5%	-7%		
Regenerative agriculture	Advance regenerative agriculture practices on 1 million acres of farmland by 2030	Measurement in progress (see page 33)				
Sustainable sourcing	Sustainably source 100% of our 10 priority ingredients by 2020 (%)	76%	85%	91%		
	Cocoa (%)	59%	90%	93%		
	Vanilla (%)	22%	32%	75%		
	Oats (%)	61%	90%	97%		
	U.S. wheat (%)	61%	74%	86%		
	U.S. sugar beets (%)	81%	81%	89%		
	U.S. corn (dry milled) (%)	67%	82%	91%		
	U.S. dairy (raw fluid milk) (%)	83%	91%	98%		
	Fiber packaging (%)	99%	99.5%	99.5%		
	Sugarcane (%)	58%	70%	86%		
Palm oil (%)	100%	100%	100%			

\*Data in this row reflect planned 2020 foreign exchange rates.

\*\*"Recyclable by design" means that all components of a package have been shown to be recyclable at scale in the geographies where sold.

\*\*\*Applies to all General Mills owned production facilities. Normalized to production.

\*\*\*\*These facilities sent no waste to landfill or incineration without energy recovery. Data includes facilities that were operating at the end of each fiscal year.

# Oversight

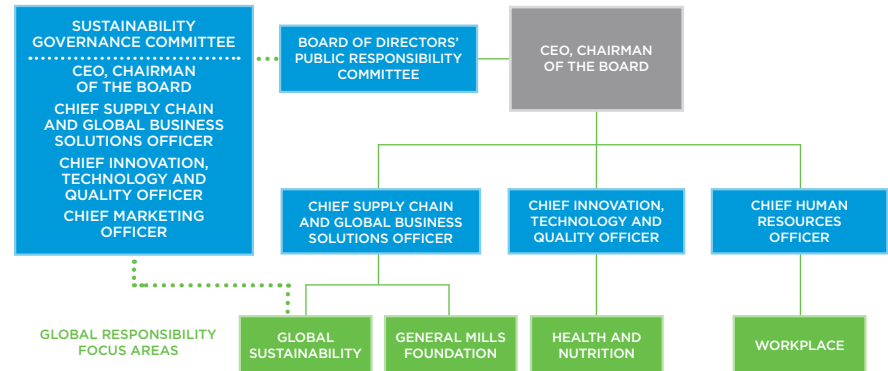
The General Mills leadership team has ultimate accountability for the company's global responsibility programs and performance. The team includes Jeff Harmening, Chairman and Chief Executive Officer; John Church, Chief Supply Chain and Global Business Solutions Officer; Jodi Benson, Chief Innovation, Technology and Quality Officer; and Jacqueline Williams-Roll, Chief Human Resources Officer. The team meets regularly and receives input from internal and external experts. The Board of Directors' Public Responsibility Committee provides oversight and receives regular updates from the operating teams.

The Chief Executive Officer also convenes the Sustainability Governance Committee three times per year. The role of the Committee is to approve and monitor strategy, policy and key investments related to sustainability.

Additional details about leadership and governance related to specific global responsibility issues are included in relevant sections of this report.

See [Corporate Governance](#) to learn more about the company's broader corporate governance structures and processes, including its [Public Responsibility Committee](#).

**GRI 102-19, 20, 26, 32**



△ This graphic outlines governance and management of global responsibility focus areas at General Mills.

# Stakeholder engagement

At General Mills, we engage with stakeholders to accelerate progress on social and environmental initiatives. Our approach includes open dialogue, collaboration and transparent disclosure. This strengthens our ability to balance business and societal interests; build robust relationships globally across sectors; and ultimately, identify innovative solutions that create shared, sustainable value.

We are working to address shared issues – such as health and nutrition, climate change and water stewardship – so collaboration is essential to achieving long-term, enduring progress. We work with other companies and organizations to shape standards across the consumer packaged goods industry, which elevates overall sector performance.

We engage on issues that are material to our global responsibility strategy and where we can have a substantial positive impact. When engaging with stakeholders, we assess potential alignment on objectives, organizational expertise, capacity, influence and willingness to collaborate.

For example, to improve packaging recycling effectiveness and availability, we collaborate with industry and community organizations such as the Recycling Partnership, the Consumer Goods Forum and the Sustainable Packaging Coalition.

To drive progress in regenerative agriculture, we work with a broad network of farmers, researchers, NGOs and others to develop capabilities and connect best practices to measured outcomes.

**GRI 102-40, 42, 43, 44**



This graphic illustrates the range of issues on which we engage with stakeholders. △

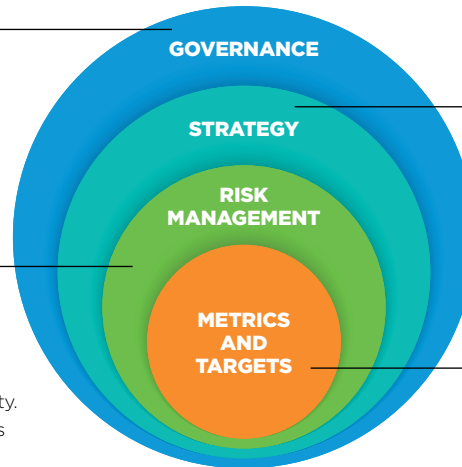


# Task Force on Climate-related Financial Disclosures

The Task Force on Climate-related Financial Disclosures (TCFD) develops voluntary, consistent climate-related financial risk disclosures for companies to provide information to stakeholders. General Mills supports this initiative and is committed to providing our stakeholders with relevant information on climate-related issues. Our approach is summarized below. See the [Climate change](#) section of this report and our [CDP disclosure](#) for additional information.

**Governance:** The General Mills Board of Directors' Public Responsibility Committee provides oversight of the company's sustainability work - including our climate program - and regularly reviews the company's sustainability objectives, strategies and performance. In addition, our Chairman and CEO convenes the Sustainability Governance Committee three times each year to review and approve climate-related strategies, programs and key investments.

**Risk management:** Changes in climate affect global food security and impact our ability to deliver quality products to consumers and value to shareholders. Risks associated with climate change include physical risks such as severe weather events that distress human life and threaten entire ecosystems, reduction in crop yields and increased stress on water availability. Other risks include policy risks, such as carbon pricing, and reputational risks associated with the transition to a low-carbon economy. We plan to engage in further climate-related risk assessments and scenario analysis during 2020.



**Strategy:** As more than 85% of our overall greenhouse gas (GHG) emissions occur outside of General Mills operations, our climate strategy focuses on driving transformation and reducing emissions across our entire value chain. This requires leadership and collaboration with suppliers, farmers, packaging producers, product transport providers, retailers and consumers. Our General Mills [Policy on Climate](#), which focuses on mitigation, adaptation, disclosure and advocacy, establishes a framework to track and reduce GHG emissions across our value chain.

**Metrics and targets:** General Mills has a science-based target to reduce absolute GHG emissions across our full value chain by 28% by 2025 (compared to 2010). By 2050, our goal is to reduce GHG emissions in line with the Intergovernmental Panel on Climate Change (IPCC) 2050 emission reduction guidance of 41-72% between 2010 and 2050. Through fiscal 2019, we have reduced GHG emissions by 14% compared to 2010. During 2020, we plan to launch our effort to align our goal with the latest guidance from the IPCC.

# United Nations Sustainable Development Goals

General Mills supports the United Nations (UN) [Sustainable Development Goals \(SDGs\)](#), a set of 17 broad goals and 169 more specific targets to drive the 2030 Agenda for Sustainable Development globally. We focus on the goals that most closely align with the company's priority issues and areas of long-standing commitment, investment and progress. Also refer to our [GRI index](#) for a mapping to SDGs.

<b>2</b> ZERO HUNGER 	<b>3</b> GOOD HEALTH AND WELL-BEING 	<b>5</b> GENDER EQUALITY 	<b>6</b> CLEAN WATER AND SANITATION 	<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 	<b>13</b> CLIMATE ACTION 	<b>15</b> LIFE ON LAND 
<ul style="list-style-type: none"> <li>■ Food security</li> <li>■ Food waste</li> <li>■ Health and nutrition</li> </ul> <a href="#">Learn more.</a>	<ul style="list-style-type: none"> <li>■ Diverse consumer needs</li> <li>■ Food safety</li> <li>■ Health and nutrition</li> </ul> <a href="#">Learn more.</a>	<ul style="list-style-type: none"> <li>■ Diversity and inclusion</li> <li>■ Farmer livelihoods</li> <li>■ Responsible sourcing</li> </ul> <a href="#">Learn more.</a>	<ul style="list-style-type: none"> <li>■ Water stewardship</li> </ul> <a href="#">Learn more.</a>	<ul style="list-style-type: none"> <li>■ Climate change</li> <li>■ Food waste</li> </ul> <a href="#">Learn more.</a>	<ul style="list-style-type: none"> <li>■ Climate change</li> <li>■ Commodity availability</li> <li>■ Energy use</li> <li>■ Packaging footprint</li> </ul> <a href="#">Learn more.</a>	<ul style="list-style-type: none"> <li>■ Biodiversity</li> <li>■ Deforestation</li> <li>■ Sustainable sourcing</li> </ul> <a href="#">Learn more.</a>

MATERIAL ISSUES

# Public policy

At General Mills, we engage in public policy issues that are important to our company and stakeholders.

We are committed to conducting these activities in an accountable and transparent manner. We articulate our approach and priorities in the [Public Engagement for the Greater Good](#) area of our website. This extensive site details our public policy engagement and highlights our focus in five key areas:

- **Protecting and preserving our planet:** We actively engage in public policy discussions to advance environmental priorities, including:
  - ◆ Leading on regenerative and sustainable agriculture – General Mills is a leading voice on regenerative agriculture. We encourage collaboration and investment by governments and the private sector, such as our support for the [Regional Conservation Partnership Program \(RCPP\)](#).
  - ◆ Combating climate change – We support a comprehensive, national climate policy; have publicly called for the U.S. to remain in the [Paris Climate Accord](#); support the U.S. Environmental Protection Agency’s (EPA) [Clean Power Plan](#); and are members of [Business for Innovative Climate and Energy Policy \(BICEP\)](#). See a list of our public actions [here](#).
  - ◆ Supporting stronger organic standards – We’re proud of our long history of engagement in developing strong U.S. organic standards, and have fought to

promote and protect the integrity of the standards and advance their continuous improvement. [Learn](#) about our support for the [National Organic Standards Board \(NOSB\)](#) and the [Organic Agriculture Research and Extension Initiative \(OREI\)](#).

- ◆ Advancing water stewardship – We engage policymakers to drive more sustainable water practices in key watersheds, like California. [Learn more](#).
- ◆ Addressing packaging and food waste – General Mills promotes policies to effectively and efficiently increase [packaging](#) recycling rates and reduce waste. In the United States, we are a leader in [AMERIPEN](#) – the American Institute for Packaging and the Environment – and are actively engaged in multiple multisector and industry [coalitions](#) aimed at reducing and ending food waste and loss.
- **Delivering nutrition:** We actively engage in public policy discussions to advance nutrition priorities consistent with our focus on providing nutrient-dense products that meet our criteria as [Nutrition-Forward Foods](#), including support for strong Dietary Guidelines for Americans, the U.S. Food and Drug Administration’s efforts to reflect the newest scientific information on the definition of “healthy,” strong U.S. school nutrition standards, and the Supplemental Nutrition Program for Women, Infants and Children (WIC).

- **Ensuring safe food:** We actively engage in public policy discussions to ensure safe food. We strongly support the Food Safety Modernization Act (FSMA) – the largest revamp of U.S. food safety laws in decades – and its goal of raising food safety standards across the food value chain. We supported the originating legislation for FSMA and the [regulations](#) for its implementation, and have consistently called on Congress to continue adequate funding for FSMA implementation.

- **Increasing food security and strengthening communities:** We actively engage in public policy discussions in this area, including the following actions:

- ◆ Increasing food security – At the federal level, we are a longtime supporter of The [Congressional Hunger Center](#). We also work with several initiatives to advance public policy at the state level that would increase food security.
- ◆ Protecting people – We advocate for inclusive public policies and add our voice to help lead change, including for [inclusive U.S. immigration and LGBTQ+ policies](#).
- ◆ Strengthening our communities – In addition to our philanthropic support for our hometown communities, we also develop important community partnerships that drive economic growth and increase connections. For example, in our headquarters community, we played a catalyst role

in the formation of [Greater MSP](#) – the Minneapolis St. Paul Regional Economic Development Partnership.

- **Informing consumers and increasing awareness:** We actively support public policy efforts to inform our consumers and increase their awareness about our products. For example, we are active members of several organizations that provided comments to the U.S. Department of Agriculture (USDA) requesting that more information about bioengineered ingredients be made available to consumers, not less. (See one example [here](#).) Learn more about initiatives to increase transparency in the [Food](#) section of this report.

**Compliance:** We comply with all lobbying regulations where applicable. General Mills is registered as a lobbying entity at the federal level for the [U.S. House of Representatives](#) and [U.S. Senate](#) and in the states of [Minnesota](#) and [California](#). We file regular reports on our lobbying activity (see links above).

## Political contributions and memberships

Our [civic policy](#) describes our approval process for corporate political contributions. The [Public Responsibility Committee](#) of the Board of Directors oversees the company’s political activities, including our policy, disclosure of corporate political contributions, membership in major trade associations and independent political expenditures (although the company has not made any). During

2019, we made US\$500 in direct political contributions. For more details and historical information, see our [2005-2019 civic involvement reports](#).

The [General Mills Political Action Committee \(G-PAC\)](#) is run by employees and uses employee funds to make political contributions to federal and, in limited cases, state candidates. No corporate treasury funds are used for federal candidate contributions, but as allowed by law, the company pays G-PAC administration

## About this report

The General Mills Global Responsibility Report describes our commitments, goals, programs and performance across a broad range of issues. The company's Global Sustainability team has responsibility for the development of the report. Ultimate accountability lies with the General Mills leadership team ([see page 6](#)).

The report is structured to explicitly align with the company's material global responsibility issues.

The Global Responsibility Report is an important part of a broader set of disclosures that provide stakeholders a multifaceted description of General Mills performance, including the company's [annual report](#), [SEC filings](#) and [annual proxy statement](#).

### Report scope

- The report covers the company's global operations in fiscal 2019 (52 weeks ended May 26, 2019), except where noted otherwise.

costs. Information regarding G-PAC transactions is available on the [Federal Election Commission's](#) website.

General Mills also advances its mission by partnering with [trade associations and other independent organizations](#) that share our goals, including:

- International organizations, such as [EuroGlaces](#) and the [Brazilian Association of Food Industries](#).
- U.S. public-policy-focused organizations, such as the [Grocery](#)

[Manufacturers Association](#) and the [American Bakers Association](#).

- State or provincial agencies, local chambers of commerce and manufacturing organizations, such as the [Minnesota Chamber of Commerce](#) and the [Ohio Manufacturers Association](#).

We report additional details about our largest U.S. trade association memberships annually in our civic involvement reports. We do not belong to, or make payments to, any tax-exempt

investors, environmental organizations and other public interest groups working with companies to advance their environmental and social performance and disclosure – to provide input on our annual Global Responsibility Report.

This year, nine stakeholders, including investors, NGO representatives, corporate practitioners and industry experts, provided feedback on a detailed report outline. We value this input and have incorporated much of their feedback into the report.

### Reporting standards

- This report references the [GRI 2016 Sustainability Reporting Standards](#), as well as the Food Processing Sector Supplement. See the [GRI index](#) for details.
- This report references the [Sustainability Accounting Standards Board \(SASB\) Processed Foods Standard](#). See the [SASB reference table](#) for details.

organizations in the United States that write and endorse model legislation.

**Accountability:** In 2019, the Center for Political Accountability rated General Mills as one of the top “Trendsetters” in its [CPA-Zicklin Index of Corporate Political Disclosure and Accountability](#). This ranking, which includes all companies in the Standard & Poor's 500 Index, maintained our leading performance from past years.

**GRI 415-1**

- General Mills endorsed the principles of the [UN Global Compact](#) in 2008. This report serves as the company's annual Communication on Progress. See the [UN Global Compact Principles](#) table for details.

### Feedback

We welcome your comments about this report. Please send any feedback to [Corporate.Response@genmills.com](mailto:Corporate.Response@genmills.com).

**GRI 102-49, 50, 53, 54, 56**

### Stakeholder input

For the last several years, General Mills has engaged [Ceres](#) – a coalition of



# Food

At General Mills, our purpose is to serve the world by making food people love.

## IN THIS SECTION

Nutrition

Diverse consumer needs

Food safety

Consumer education and marketing

Transparency

## 45%

In fiscal 2019, **45%** of General Mills global volume met the company's criteria as Nutrition-Forward Foods.

## 100%

**100%** of our facilities worldwide are audited and/or certified by independent third parties using globally recognized food safety criteria.

## 2nd

General Mills is the **second-largest** branded natural and organic food producer in the U.S.

# // Nutrition ▶ Material issue | GRI 416-1, FP4, 6, 7

## Our approach

**Our goal:** Our goal is to provide a diverse portfolio of products that contribute to the well-being of consumers and meet a variety of needs. We are committed to making food with passion and putting people first by improving the variety and nutrient density of our products.

**Our aspiration:** We recognize the importance of sustainable food systems to feed a growing global population with nutritious food. Thus, we aspire to produce nutrient-dense foods made with ingredients that are grown using regenerative agriculture practices. Learn more about our leadership in regenerative agriculture and our sustainable sourcing practices in the [Planet](#) section of this report.

**Investment in research:** We invest in research and development (R&D) to continuously improve the nutrient density of our products and help us better understand the impact of food on health and wellness. We believe in cross-sector dialogue and diverse partnerships to advance nutrition research in support of public health. We collaborate with a range of scientists, universities, consortiums and organizations across the globe to advance nutrition science and help answer multifaceted nutrition problems. We are dedicated to discussing our policies and practices openly and transparently.

**Bell Institute of Health and Nutrition:** The General Mills Bell Institute of Health and

Nutrition is the company's global source for scientific health and nutrition expertise that creates value and growth for General Mills. The Bell Institute influences General Mills product development through:

- Nutrition science research
- Insights on regulatory matters
- Health communications to customers, nutrition communities and consumers
- Nutrition recommendations for product innovation and reformulation

Learn more on the [Bell Institute website](#).

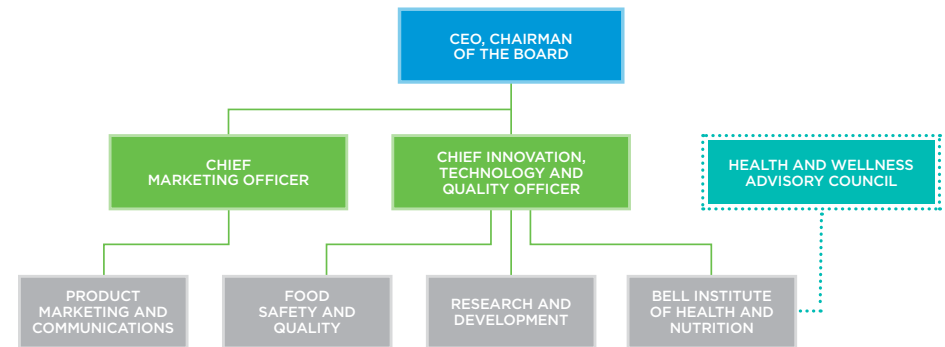


### Leadership and governance:

Operationally, responsibility for product development and marketing lies within the R&D and marketing organizations. The Chief Innovation, Technology and Quality Officer is responsible for the areas of product nutrition, food safety and labeling. Responsibility for marketing communications is held by the Chief Marketing Officer. The Bell Institute of Health and Nutrition reports directly to the Chief Innovation, Technology and Quality Officer and provides updates to the Public Responsibility Committee of the Board of Directors on the company's health and wellness strategy.

### Health and Wellness Advisory Council:

Since 1989, we have benefited from the guidance of our global Health and



Wellness Advisory Council, a group of leading external health and nutrition experts who provide perspectives from academia and research institutes. The council meets regularly and challenges us to continually advance health and wellness strategies and practices.

## Nutrient-dense foods

At General Mills, we provide a diverse portfolio of products, including many nutrient-dense foods, which can help consumers meet dietary recommendations and help build healthy eating patterns. While we have traditionally reported our progress as increasing certain beneficial nutrients and reducing others, we also recognize that few foods are composed of a single nutrient. Consumption of nutrient-dense foods, like fortified cereals, low-fat and nonfat yogurts and granola bars, plays an important role in healthy diets. They are important contributors to consumption of key food groups, including whole

grains and dairy, and beneficial nutrients like vitamins, minerals, protein and/or fiber, while balancing nutrients to limit, such as sodium, sugar and saturated fat.

Focusing on nutrient density helps tell the whole story about the nutritional value of a food – beyond what nutrients have been increased or reduced – to help support consumers in adopting healthy dietary patterns.

*Cheerios, Fiber One and Kix* are examples of cereals that provide beneficial nutrients, such as key vitamins and minerals, whole grain and fiber. Low-fat and nonfat yogurts, like *Yoplait Original, Yoplait Light* and *Go-GURT*, are important sources of essential nutrients, such as protein, calcium, and often vitamins A and D.

## Our nutrition journey

Over the years, we have tracked our journey to improve the nutrition of our products through our U.S. Health Metric\* reporting system. This system measured our progress in increasing positive nutrients, decreasing nutrients to limit, qualifying for a nutrient or health benefit claim, or meeting specific internal nutrition requirements. We are proud to report that from fiscal 2005-2018, 81% of U.S. Retail sales volume met Health Metric criteria.

As we continue to evolve, innovate and renovate, we are transitioning how we report our renovated portfolio of nutrient-dense, convenient food options. Our updated health reporting system leverages established, transparent nutrition criteria grounded in regulations and dietary guidance and now measures across our global portfolio.

The philosophy for the next phase of our nutrition journey – incorporating our core beliefs about nutrient density and the nourishing power of food

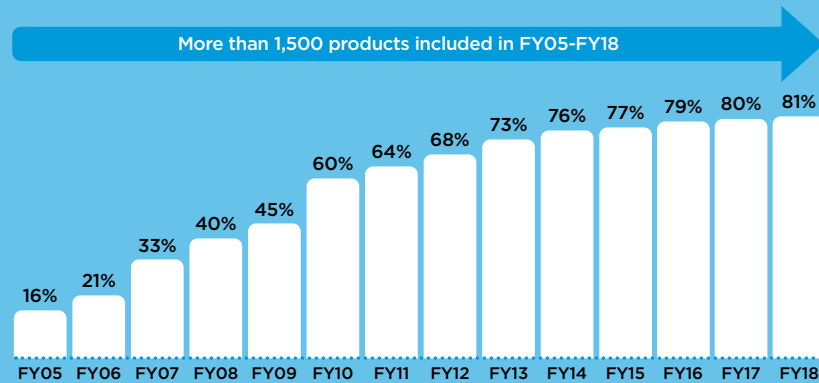
groups – informs our internal criteria for “Nutrition-Forward Foods.” Our expansive and diverse portfolio reflects these beliefs, as we offer a delicious variety of nutrient-dense products from every food group to help support consumers in building healthy eating patterns. We are proud to report that in fiscal 2019, 45% of General Mills global volume met the company’s internal criteria as Nutrition-Forward Foods.



△ Examples of General Mills Nutrition-Forward Foods.

## From U.S. Health Metric

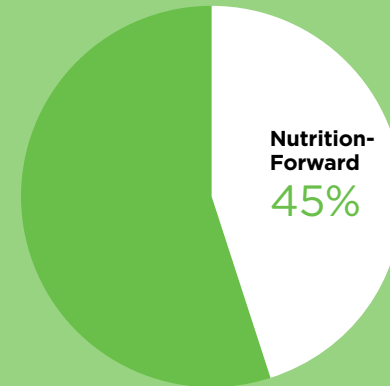
### U.S. Retail Health Metric\* achievement FY05-FY18



- \*U.S. Health Metric – foods must meet at least one of the following criteria:
- Reduce calories, fat, saturated fat, trans fat, sugar or sodium by 5% or more per serving.
  - Increase beneficial nutrients – including vitamins, minerals and fiber – by 10% or more per serving.
  - Formulate/reformulate products to include 8 grams of whole grain or at least a half-serving of fruit, vegetables, or low fat or nonfat dairy.
  - Formulate/reformulate products to meet specific internal requirements, including limiting calories, and health or nutrition claim criteria as defined by the U.S. FDA.

## To Global Nutrition Reporting

### General Mills products meeting Nutrition-Forward\*\* criteria FY19



In fiscal 2019, **45%** of General Mills global volume met the company’s criteria as “Nutrition-Forward Foods.”\*\*

- \*\*Nutrition-Forward Foods must meet the following criteria:
- Provide at least 8 grams of whole grain or 1/2 serving of fruit, vegetable, low fat or nonfat dairy, or nuts/seeds per labeled serving (22% met this criteria).
  - or
  - Meet U.S. FDA Healthy criteria per serving: 21 Code of Federal Regulations 101.65 (23% of products met this criteria).

## Our diverse portfolio

In addition to our Nutrition-Forward Foods, we offer a diverse portfolio of foods that help to create remarkable experiences for numerous occasions. These foods can be part of a well-balanced diet and a healthy eating pattern. For example, an *Old El Paso Taco Dinner Kit* acts as a convenient






carrier for lean meat, low-fat dairy and vegetables and can help bring everyone together for a family meal after a busy day. *Häagen-Dazs* ice cream and *Betty Crocker* cakes help consumers celebrate a birthday or special occasion, while our *Häagen-Dazs* mini stick bars and *Betty Crocker Mug Treats* allow for a portion-controlled, individual treat.

## No added sugar

In September 2019, the popular kids' yogurt brand, *Yoplait Petit Filous*, launched small pots of its first no-added-sugar fromage frais in the U.K. Each serving is sweetened with fruit.



## Examples of General Mills Nutrition-Forward Foods from key product categories

PRODUCT CATEGORY	 Whole grain cereals	 Low fat or nonfat yogurts	 Snack bars	 Soups	 Fruits and vegetables
FEATURED PRODUCTS	Big G cereals like <i>Cheerios Original</i> , <i>Kix</i> , <i>Fiber One</i> , <i>Chex</i> and <i>Wheaties</i>	Yoplait yogurts like <i>Yoplait Original</i> , <i>Light</i> , <i>Greek 100</i> and <i>Go-GURT</i>	<i>Nature Valley Crunchy Bars</i> , <i>Fiber One Chewy Bars Oats and Chocolate</i> , and <i>Annie's Chewy Granola Bars Oatmeal Raisin</i>	Progresso soups like <i>Reduced Sodium Hearty Minestrone</i> and <i>Light Vegetable &amp; Noodle Soup</i>	A variety of Cascadian Farm frozen fruits and vegetables
NUTRITION-FORWARD CRITERIA	Provides at least 8 grams of whole grain per labeled serving.	Provides at least 1/2 serving of low fat or nonfat dairy per labeled serving.	Provides at least 8 grams of whole grain per labeled serving.	Meets U.S. FDA Healthy criteria.	Provides at least 1/2 serving of vegetables/fruit per labeled serving.

## Sodium reduction initiative

General Mills supports voluntary sodium reduction initiatives. We have committed to sodium reduction efforts over time and are proud to announce an update to our sodium reduction initiative:

- In 2010, we publicly committed to achieving a 20% sodium reduction in 10 key U.S. Retail product categories by 2015.
- In December 2015, we announced our results against this significant effort – seven of 10 categories met or exceeded our robust 20% reduction goal.
- In November 2019, we achieved a 20% reduction in the remaining three product categories: Mexican Dinners, Ready-to-Eat Soups and Cereals. We have now achieved or exceeded our goal of a 20% sodium reduction in all 10 categories – a significant accomplishment.
- Additionally, we made significant sodium reductions in many other product categories that were not officially part of our external commitment, including our frozen breakfast products, dessert mixes, grain snacks and frozen appetizers.



△ A few of the General Mills products containing less sodium.

## Cereal Partners Worldwide

Our Cereal Partners Worldwide (CPW) joint venture with Nestlé makes and markets cereals globally outside North America. CPW is committed to making breakfast better by providing nutritious, tasty and convenient breakfast cereals. For more than a decade, CPW has been reformulating its global product portfolio to increase ingredients and nutrients that are important to a balanced diet – such as whole grain and fiber – and continuously reduce ingredients like sugar and sodium.

**Progress:** Since 2003, CPW has increased the use of whole grains by 50%. In 2019, 99.5% of CPW breakfast cereals met the Codex\* requirement of at least 3 grams of whole grain per 100-gram serving for being a source of fiber. More than 95% of CPW ready-to-eat breakfast cereals for children and teenagers have whole grain as the main ingredient, and 94% are made with a minimum of 8 grams of whole grain per serving. More than 75% of CPW cereals have two teaspoons (7.5 grams) or less of sugar

per 30-gram serving, and 91% of CPW cereals have less than 450 milligrams of sodium per 100 grams. Along with international health organizations, industry peers and other partners, CPW is participating in the [Whole Grain Initiative](#) to increase consumer awareness of the importance of whole grains and promote greater consumption.

\*Codex Alimentarius standards, United Nations Food and Agriculture Organization and World Health Organization.



# // Diverse consumer needs ▶ Material issue

**Our approach:** At General Mills, diverse and evolving consumer needs are at the center of our business. We include the voice of our consumers in every decision we make by understanding their needs, motivations, values and behaviors. We consistently monitor key food trends and macro forces that can drive change in the way people eat and interact with our brands. Key consumer-driven macro trends that are influencing important initiatives at General Mills include joy, well-being, values and a shifting demographic landscape.

## Joy

To many of our consumers, life can sometimes feel stressful. We recognize that in today's world, consumers need so much more from the brands they buy. Joy is about the evolution of self-care through small acts of personal indulgence and prioritizing memory-making activities over objects. For

example, our award-winning Pillsbury Made at home™ campaign celebrated the shared belief that what matters most is made at home. The campaign featured baking traditions that make our products part of long-lasting memories.

## Well-being

As access to information grows, people are taking a more proactive and holistic approach to health and wellness. Wellness incorporates everything from physical health to whole body health, including mental health. This connection between mind and body incorporates both physical and mental well-being. Our brands help increase consumers' ability to control how they feel and how they function, both physically and mentally. For example, Lärabar sponsored an event to inspire positive change about the food choices people make, while Fiber One reduced the amount of calories, sugar and carbohydrates in

Fiber One bars popular with consumers seeking weight-loss solutions.

## Values

People are being more mindful about the decisions they're making. Two global values driving meaningful change are inclusivity and sustainability. Inclusivity is about a desire for people and brands to build community, embrace what makes them unique and accept them for who they are. Sustainability is about increasing mindfulness of the food system's impact on people and the planet as well as personal action about what we consume. For example:

- *Wheaties* featured the U.S. Women's National Soccer Team on a commemorative, limited-edition box that sold for \$23 each, celebrating the 23 World Cup players. Proceeds from all sales were donated to organizations supporting girls in soccer.



**Made at home.™**

△ The Pillsbury Made at home™ ad campaign inspired families to rekindle baking traditions.



◁ *Wheaties* box featuring the U.S. Women's National Soccer Team.

# 300+

In fiscal 2019, we introduced more than 300 new products in the U.S. to meet diverse consumer needs.



- The Cascadian Farm “Deeply Rooted for Good” fundraising campaign, launched in April 2019,



◀ Cascadian Farm Honey Toasted Kernza Cereal with “Deeply Rooted for Good” packaging.

raised awareness of the climate-beneficial ingredient Kernza® through the limited release of its *Honey Toasted Kernza Cereal*. All proceeds went to support further Kernza research by [The Land Institute](#).

### Changing demographic landscape

Shifts in population demographics and consumer attitudes result in changing preferences and needs. For example, half of General Mills consumers are

multicultural or 55+ years old. Baby boomers, who are becoming empty nesters and moving into retirement, increasingly are looking for products that fit their varied lives. For example, approximately 50% of adults aged 55-64 have high cholesterol, so Cheerios has responded with heart health advertising communications and actions that have spurred share growth for the brand.

## 4<sup>th</sup> largest

General Mills is the fourth-largest producer of gluten-free products in the U.S.\* One in five of our North American products is labeled as gluten-free. In 2019, we offered more than 1,000 gluten-free product SKUs in North America.

\*Nielsen xAOC; 52 weeks ending Dec. 28, 2019.

## Plant-based foods

As consumers learn more about the impact of livestock on global greenhouse gas (GHG) emissions, there is growing interest in plant-based foods. Globally, dietary guidance and experts increasingly recommend a shift to plant-based diets. Trend researchers also are seeing a rise in “flexitarian” dietary patterns that do not entirely eliminate meat and dairy, but do substitute plant-based foods for meat and dairy on a regular basis.

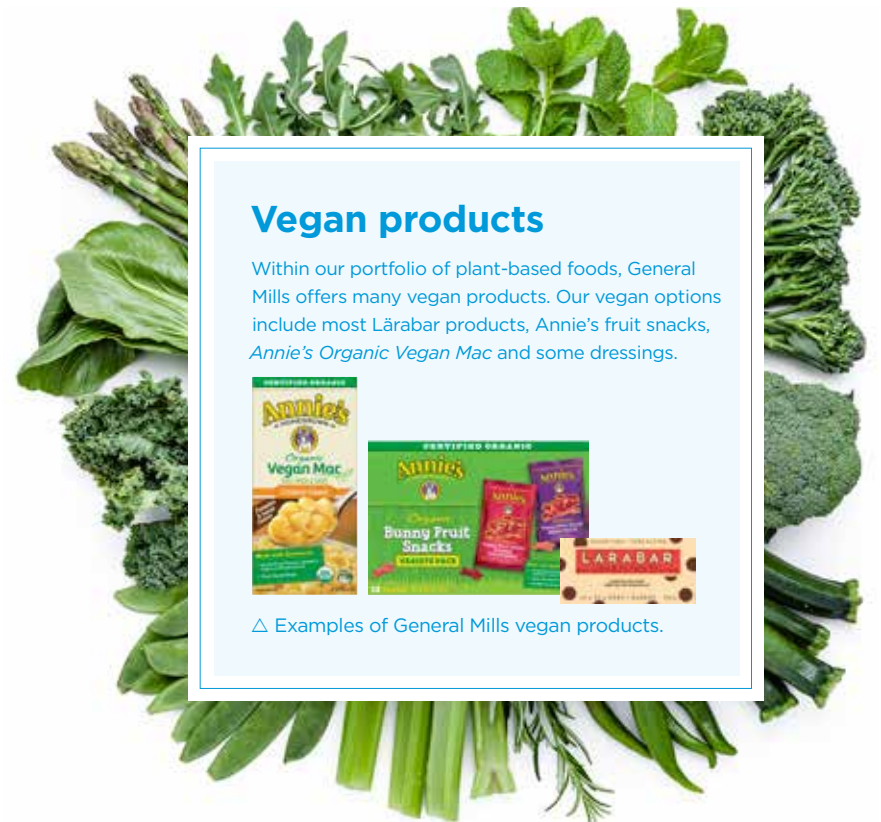
Most of the foods General Mills produces are plant-based, including breakfast cereals, snacks and bars, vegetable-based soups, frozen fruit and vegetables, canned beans and flour. Our list of plant-based offerings continues to grow. For example, in 2019, our Yoplait business in France introduced *Panier de Yoplait Végétal* au lait coco (containing coconut milk) and au lait almond (with almond milk). In the U.S., we debuted dairy-free *Oui™* by Yoplait in December 2019. The General Mills business development and venture capital unit, 301 INC, has invested in plant-forward food companies, such as

Rhythm Superfoods and Kite Hill, maker of almond-based non-dairy foods.

We offer a wide variety of food products, including both animal- and plant-based foods that can support a nutrient-dense and balanced diet, and are working to build sustainability and regenerative agriculture into our supply chains. For example, working with White Oak Pastures, our EPIC business has demonstrated that grass-fed cattle raised in a regenerative grazing system can help sequester carbon. Learn more about our responsible sourcing efforts in the [Planet](#) section.



△ *Panier de Yoplait Végétal* au lait coco contains coconut milk instead of dairy.



### Vegan products

Within our portfolio of plant-based foods, General Mills offers many vegan products. Our vegan options include most Larabar products, Annie’s fruit snacks, *Annie’s Organic Vegan Mac* and some dressings.



△ Examples of General Mills vegan products.

## Investing in food innovations

**Our approach:** Today's fast-changing food industry requires rapid innovation and a steady stream of new ideas. In 2015, General Mills began to invest in small food start-ups through **301 INC**, the company's business development and venture capital unit. The 301 INC team helps expand the vision of entrepreneurs with promising early-stage brands and also helps make their food products accessible to more people. By combining the vision and passion of these entrepreneurs with General Mills extensive capabilities in areas such as product development, supply chain, marketing, operations and channel development, we believe we can meet consumer needs faster than ever.

**Our progress:** We continue to grow our portfolio and support for entrepreneurial brands. In fiscal 2019, we:

- Reinvested in dairy-free yogurt maker Kite Hill to help meet consumer demand for more plant-based options
- Reinvested in Good Culture, which makes high-quality, simple-ingredient cottage cheese
- Sold our stake in Beyond Meat as the company went public
- Exited Tio Gazpacho from our portfolio as it was acquired by a strategic fit for the brand – an importer and marketer of Mexican foods in the U.S.

### 301 INC partners

As of October 2019, we have eight partners.

*Farmhouse*  
**CULTURE.**

**GoodBelly**  
PROBIOTICS

*good*  
CULTURE™

 **no cow.**

 **kite hill**  
Plant-Based Artisans

 **RHYTHM**  
SUPERFOODS™

**purely elizabeth.**

**URBAN REMEDY**

## Natural and organic brands

Since 2000, we have steadily expanded our natural and organic business, including through brand acquisitions, to meet growing consumer demand. We offer a mix of certified organic cereals, yogurt, vegetables, fruit products, snacks, meals and baking products.

**Our progress:**

- Scale – General Mills is the second-largest branded natural and organic food producer in the U.S.\*
- Products – One out of every six products in our North American portfolio is certified organic or

made with organic ingredients; more than 680 organic product SKUs are available throughout the U.S. and Canada.

- Growth – Our natural and organic food business reached more than US\$1.1 billion in net sales in 2019.

**Sustainable supply:** We are also taking steps across our supply chain to ensure a long-term supply of organic ingredients. Learn more about how we are building our organic capacity in the [Planet](#) section of this report.

### Our natural and organic brands

**Annie's**  
HOMEGROWN™

**FOOD SHOULD TASTE GOOD**

 **CASCADIAN FARM**  
ORGANIC

 **EPIC™**

**LARABAR**

 **IMMACULATE**

 **MOUNTAIN HIGH**

 **MUIR GLEN**  
ORGANIC

**LIBERTÉ**

\*Based on SPINS 52 weeks ending October 6, 2019, MULO, N/O and Specialty Gourmet Channels. (Does not capture Whole Foods or retailer brands.)

## Natural pet food

In April 2018, we acquired Blue Buffalo, a mission-driven natural pet food business targeting the needs of our consumers' furry family members. These consumers want their pets to eat food with the highest quality ingredients to help them live happy, healthy lives.

Blue Buffalo dog and cat foods are made using antioxidant-rich, natural ingredients and come in a variety of recipes to meet specific pet needs and consumer preferences, including high-protein and limited-ingredient formulas.



△ Blue Buffalo dry and canned food for furry family members.

# #1

Blue Buffalo is the number one natural pet food brand in America.\*

\*Nielsen, Profitero, 1010Data and internal modeling.



“Love them like family, feed them like family”

## // Food safety

► Material issue | GRI 416-1, 2, FP5

### Our approach

Safety is a priority for our company and central to our culture. Leading with safety – both in the workplace and the food we make – is one of the key operating principles that guides our work.

**Investment:** We invested US\$10.1 million into food safety in fiscal 2019; equal to 7.3% of our total supply chain essential capital investment for the year.

**Collaboration:** Food safety leadership is a differentiator for General Mills, but not an area of competition. We freely share our best practices and emerging areas of concern, as well as collaborate with industry peers and regulators to help raise standards industry-wide.

**Systems:** Our global food safety systems focus on prevention, intervention and response:

- Processes – Food safety is integrated into all our processes, beginning with R&D and extending across our supply chain.
- Risk mitigation – We conduct internal risk-based surveillance and food safety testing at all General Mills facilities to identify and prioritize specific areas of risk.
- Audits – Our Global Internal Audit team periodically audits the effectiveness and efficiency of food safety controls and operating procedures. Results are reported to the company's Global Governance Council and Board of Directors.
- Traceability – Our inventory control and supplier management systems include the ability to trace the sources of our ingredients, which is key to isolating risks in the event of food safety concerns. We evaluate our

suppliers' systems to ensure they meet our traceability requirements.

**Training:** We provide food safety training through our global centers of excellence and online training academy. In fiscal 2019:

- Our General Mills food safety team included more than 400 trained quality professionals.
- We provided food safety training to more than 3,400 professionals across the supply chain globally, and our food safety training videos received more than 2,400 views, building participants' capabilities at their own pace, time and point of need.
- We focused on intense food safety coaching targeted to our internal quality professionals globally as well as externally through our work with [Partners in Food Solutions](#) and by helping to build the sanitary

### Food safety excellence award

In 2019, General Mills received the prestigious International Association for Food Protection (IAFP) Black Pearl Award for Food Safety Excellence.

design skills of food industry equipment manufacturers.

#### Governance:

- Detailed policies – Governance of General Mills food safety and regulatory matters begins with a corporate Food Safety and Regulatory Policy signed by our Chief Executive Officer. This corporate policy is supported by 18 detailed policies with accompanying standards procedures.

These global policies cover a broad range of food safety areas, including regulatory compliance, trace and recall, labeling, claims, physical, chemical and biological hazards, transportation, and good manufacturing practices and sanitation.

- Leadership – The Vice President of Food Safety and Quality has direct responsibility for food safety. The Global Internal Audit team periodically verifies that our food safety processes and controls are operating effectively. The company’s Global Governance Council conducts a quarterly review of risk, which includes food safety.

**Public policy:** We actively engage in public policy discussions to ensure safe food. Learn more in the [Introduction](#) section of this report.

## Performance

### Our goals:

- 100% of General Mills facilities third-party audited and/or certified.
- 100% Global Food Safety Initiative (GFSI) certification of all General Mills owned facilities by 2020.

**Our progress:** External verification and certification of our facilities includes:

- 100% of our facilities worldwide are audited and/or certified by independent third parties using globally recognized food safety criteria.
- 91% of our company-owned production facilities are GFSI certified, indicating they meet global standards for food safety management recognized in more than 150 countries.

**Recalls:** When we learn about illnesses that may be linked to our products, we take quick action. We collaborate with health officials to investigate the situation, communicate with consumers and issue voluntary product recalls to remove affected products from store shelves, when appropriate. We conducted three voluntary product recalls globally in fiscal 2019 (compared to five in fiscal 2018), including recalls of cereal, spices and flour.

## Suppliers

### Our approach:

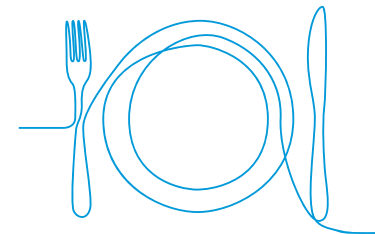
- Audits – To help ensure the safety of the raw materials (ingredients and packaging) we use in our products, we continue to expand the number of supplier and co-producer audits we conduct globally. We perform direct audits and also encourage third-party audits and/or certification, such as through GFSI, as an additional preventive control measure.

- Supplier training – We bring together our suppliers around the world to share food safety knowledge and communicate food safety expectations. We conduct supplier training in classroom settings tailored to the needs of each market. The seminars address topics such as biological and physical hazard controls, allergen management and production facility sanitization.

### Our progress:

- 833 supplier audits were conducted in 2019, including 225 package audits and 608 ingredient audits.
- 75 co-producer audits were conducted in 2019.
- 89% of our global co-production sites are GFSI certified.
- 78% of our global ingredient suppliers and 97.5% of our North American ingredient vendor sites are GFSI certified.

- 1,100+ supplier representatives participated in training sessions in Australia, Brazil, China, India, Spain, Taiwan, Thailand and the U.S. since 2011.



# 100%

100% of our facilities worldwide are audited and/or certified by independent third parties.

## Pet food

In addition to General Mills products for human consumption, we also have high standards for the pet food we make since acquiring Blue Buffalo in April 2018. All Blue Buffalo products undergo a robust formulation, manufacturing and testing process to ensure their safety, efficacy and compliance with nutrient requirements. All Blue Buffalo formulas

undergo feeding studies, including digestibility and nutrient analyses. Blue Buffalo products meet commercial pet food criteria outlined by the Global Nutrition Committee of the World Small Animal Veterinary Association, an organization that represents 105 member associations of more than 200,000 individual veterinarians.



# // Consumer education and marketing

## Consumer education GRI 417-1, FP4, 8

**Our approach:** General Mills provides useful, fact-based information on packages to help consumers make informed dietary choices. Our product packages display accurate nutrition labeling as prescribed by regulations in the country of sale.

**Our commitment:** As a member of the [International Food and Beverage Alliance \(IFBA\)](#), General Mills has made a commitment to adopt a common global approach to nutrition information on packaging that includes, at minimum, the labeling of calories on front-of-pack. This

initiative was implemented globally during 2014-2016 to inform consumers about specific product nutrition attributes.

**Our progress:** Around the world, our product labeling meets local regulatory requirements while remaining consistent with our global approach. Examples of our compliance with local and regional guidelines include:

- Australia – 100% of our products display nutrition intake information on front-of-pack labeling, consistent with the [Australian Daily Intake Guide](#) and IFBA requirements.

- Brazil – All General Mills package information complies with local regulations and includes the energy icon on the front of packaging.
- Canada – All General Mills package information complies with Health Canada and [Canadian Food Inspection Agency](#) labeling requirements.
- Europe – All General Mills package information complies with [European Food Information to Consumers Regulation](#).
- U.S. – The majority of our U.S. products feature front-of-package labeling.

In the U.S., General Mills supports product labeling changes to help reduce food waste through clearer guidance for consumers about food shelf life. As of December 2019, we have updated more than 95% of our product packaging to comply with this voluntary date-labeling initiative that uses standard nomenclature to reduce consumer confusion. Learn more about General Mills food waste reduction efforts in the [Planet](#) and [Community](#) sections of this report.

## Responsible marketing ► Material issue | GRI 417-1, FP8

**Our approach:** Whether marketing to children or adults, we present the qualities and advantages of our products truthfully, responsibly and with appropriate taste. We take special care with respect to child audiences. We believe that children should be encouraged to consume lower-calorie, nutrient-dense foods that support their growth and activity. Learn more about our commitment to maintain the [highest standards](#) for responsible marketing.

**Policies:** [General Mills marketing policies](#) ensure that our commitment to responsible marketing underlies all of our marketing activities. Our child-directed advertising promotes only

lower-calorie, nutrient-dense products and respects three key steps to healthier living: balance, moderation and physical activity. We take particular care around the content and nature of advertising directed to children – including prescreening of our ads by the Better Business Bureau’s Children’s Advertising Review Unit in the United States.

General Mills marketing policies are reviewed and updated regularly by our company’s Responsible Marketing Council and reviewed with the company’s Chief Executive Officer and other senior leaders of our U.S. and international operating units. We adhere to strict internal and industry

guidelines – that in many cases are more demanding than local regulations – in producing and reviewing ads to ensure they are appropriate for the intended audience. Beyond complying with applicable law, we ensure that our ads are consistent with our core values. When possible, our advertising aims to reflect the diversity of society. And our advertising reflects generally accepted standards of social behavior, avoids stereotyping people and does not insult or demean any demographic groups.

**Global commitment:** As charter members of IFBA, we joined other leading food and nonalcoholic beverage companies in a public letter to the

Director General of the [UN’s World Health Organization](#) in September 2014 communicating a set of [enhanced global commitments](#) that included responsible marketing and advertising initiatives. The enhanced commitments included an expansion of IFBA’s global marketing policy, in place since 2009, which specified that members would only advertise products that meet better-for-you criteria or refrain from all product marketing to children under 12 years old. The 2014 commitments strengthened that policy by ensuring that all forms of child-directed advertising were covered.

To bolster our global commitment to comply with the IFBA pledge,

General Mills follows the [Children's Food and Beverage Advertising Initiative](#) (CFBAI) nutrition standards in markets where other regulatory or self-regulatory standards do not exist. In other words, we comply with strict nutrition standards for advertising to children under age 12 in all markets in which we operate, either the locally applicable standards (if we are subject to a self-regulatory or regulatory program in that market) or the CFBAI standards (if nothing else is otherwise applicable in that market). Locally applicable programs include the following:

- Australia - [Responsible Child Marketing Initiative of the Australian Food and Grocery Council](#)
- Brazil - Enhanced Commitment to Responsible Advertising to Children pledge
- Canada - [Canadian Children's Food and Beverage Advertising Initiative](#) requirements
- Europe - [EU Pledge](#) requirements

■ Singapore - [Singapore Food and Beverage Industry Responsible Advertising to Children Initiative](#)

■ U.S. - [CFBAI requirements](#)

In the U.S., CFBAI has updated some of its criteria focused on nutrition and child advertising effective January 1, 2020. To comply with strengthened CFBAI nutrition criteria, General Mills has reformulated several of our products. We also are updating our advertising programs to comply with CFBAI's change in the definition of "child advertising" to include media where 35% or more of the audience is children, up from the previous definition of 30%.

We fully comply with all requirements of these programs. CFBAI, in particular, publishes a report annually that addresses the compliance of all of its participants. We are not aware of any instance of noncompliance by General Mills in the past several years, and CFBAI has confirmed this in its reports.

In the unlikely event of any instance of noncompliance, a core function of

our Responsible Marketing Council would be to address such issues and determine appropriate corrective action.

Beyond our commitments under the programs described above, we have made additional responsible marketing commitments that exceed industry norms. For example, we have adopted industry-leading standards regarding the responsible use of social media platforms. We do not, in the context of any child-directed communication, encourage children to visit any social media service for which they are too young (according to the terms of those services), nor do we use our own presence on these social media platforms to direct any communications to children.

We have also long committed to refrain from marketing food to children in schools or at school events - and this commitment applies to all schools, even middle schools and high schools. This commitment covers all forms of marketing (beyond the identification of the brand and product on menus and

packaging). For example, we do not depict or display food brands, products or logos on posters, signs, scoreboards or school equipment, nor do we market foods by distributing product samples or branded merchandise in schools. There are no exceptions to this commitment. In the U.S., we operate the Box Tops for Education™ school fundraising program which, through sales of our products and those of many other companies (primarily nonfood companies), has provided close to US\$1 billion to schools since the program's inception in 1996. Though schools are the beneficiaries of this program, we refrain from marketing the program to school children (whether inside or outside the school environment).

In September 2018, General Mills joined other food and beverage companies in signing a letter to the UN Secretary General highlighting commitments and achievements to reduce the burden of noncommunicable diseases in [support of UN Sustainable Development Goal 3.4](#).



## Data privacy

We collect and use consumer personal data for a variety of purposes, including to provide recipe-related publications to consumers who subscribe for these, to run sweepstakes and contests, to ensure that our advertising is directed to relevant audiences, and

to otherwise improve our product and service offerings. We are deeply sensitive to the privacy concerns of our consumers and are fully committed to complying with regulations, including the [EU General Data Protection Regulation \(GDPR\)](#), which became effective in May 2018, and the [California](#)

[Consumer Privacy Act of 2018](#), which went into effect in January 2020.

In addition to meeting changing legal requirements in this area, General Mills is committed to acting responsibly and transparently to continue to earn and maintain the trust of our consumers with respect to our collection, retention and

use of personal data. We also maintain safeguards to control against the loss of personal data or the unauthorized access, use, disclosure, destruction or modification of personal data. Learn more in our updated [data privacy policy](#).\*

\*Links to main U.S. policy as an example. General Mills has additional privacy policies specific to other parts of our business globally.

# // Transparency

► Material Issues: Transparency, biotechnology, pesticide use | GRI 417-1, FP8

**Our approach:** At General Mills, we are committed to increasing transparency about our food. We recognize that consumers, regulators, investors and other stakeholders seek information about our products and processes. Consumers want to know what's in their food, where it comes from and how it is prepared. They also want assurance that food has been grown and harvested in a responsible and sustainable manner that respects people, animals and the environment.

As we continue our journey to increase transparency, our focus is on providing information to key stakeholders when and where they need it. For example, to help consumers learn more about what is in their food, we provide information in multiple ways – on packages, through our company and brand websites, on

► [Food Should Taste Good](#) packaging features “Good Stuff, from the Ground Up” details showing how food can do more than taste good – it can do good things for the earth when grown using farming practices that positively impact seeds and soil health.

our brands’ social media channels and on third-party sites, such as e-commerce and transparency platforms.

**Our progress:** Some examples of our current transparency initiatives are outlined here.

- To provide transparency about the ingredients we use and the way they are grown, we are updating our *Food Should Taste Good* packaging on tortilla chips made with flax, sunflower and quinoa seeds. [Learn more](#).
- Annie’s regularly shares stories about its contributions to a better food system through its website (including its [Making Our Food, Regenerative Agriculture, Why Organic](#) and [Our Projects](#) pages) and social channels.
- We provide consumers with answers to questions about our food at



[askgeneralmills.com](http://askgeneralmills.com), including frequently asked questions, videos, blogs and other content. The site includes more than 470 topics ranging from food ingredients to gluten-free products and use of genetically modified organisms (GMOs). More than 93,100 users visited the site during fiscal 2019.

- In the U.S., we provide product details through SmartLabel™, an industry initiative that seeks to share digital product information with consumers. As of June 2019, we have over 300 products listed on [smartlabel.org](http://smartlabel.org). This information also can be accessed by downloading the SmartLabel app and scanning a participating UPC or SmartLabel QR code (if available on packaging).

**Sustainable sourcing:** Details about our ingredients, how they are sourced and how we engage with farmers are included in the sustainable sourcing content in the [Planet](#) section of this report.

**Biotechnology:** [Safety](#) is our highest priority, and we find broad global consensus among food and safety regulatory bodies that approved GMOs are safe. We agree with the UN's World Health Organization (WHO) that the development of GMOs offers the potential for increased agricultural productivity and improved nutritional value that can enhance human health and development.

We are committed to transparency and have been disclosing the presence of bioengineered ingredients on our U.S. packages since 2016. [Learn more.](#)

**Pesticide use:** At General Mills, our business relies on the availability of safe, high-quality ingredients and the sustainability of the agriculture supply chain that provides them. That's why we focus on responsible sourcing that aims to improve the environmental, social and economic impacts of our raw materials. This approach is closely aligned with our core values and helps us meet our consumers' growing desire to understand the link between the food they purchase and its origin.

## Non-GMO Project

We respect consumers' varying views on the use of biotechnology. We have enrolled more than 360 of our products – especially our organic products – in the U.S.

Non-GMO Project, a nonprofit organization that provides information to consumers and third-party verification for non-GMO food and products.



We recognize that some consumers and stakeholders have concerns about the use of pesticides. General Mills maintains a comprehensive system of controls and processes to ensure the highest level of product quality and safety. We also work to reduce the need for synthetic pesticides in agriculture. We detail our work in this area on our comprehensive [Pesticide, Food Safety and Ecosystems Health webpage](#).

**Public policy:** We actively support public policy efforts to inform consumers and increase their awareness about our products. For

example, we are active members of several organizations that provided comments to the U.S. Department of Agriculture (USDA) requesting that more information about bioengineered ingredients be made available to consumers, not less. [Learn more in the Introduction](#) section of this report.







# Planet

We are treating the world with care  
by helping to regenerate the  
planet's natural resources.



## IN THIS SECTION

Climate  
change

Water  
stewardship

Regenerative  
agriculture

Sustainable  
sourcing

Responsible  
sourcing

**14%↓**

Our greenhouse  
gas emissions  
footprint decreased  
**14%** in 2019  
compared to 2010.

**1 million**

We will advance  
regenerative  
agriculture practices  
on **1 million** acres of  
farmland by 2030.

**91%**

In 2019, we  
sustainably  
sourced\* **91%**  
of our 10 priority  
ingredients.

\*See the definitions of sustainably sourced for our 10 priority ingredients on page 40.

This photo is taken at a farm in Meridian, California, that uses regenerative agriculture practices and has supplied tomatoes to our Muir Glen brand for more than five years.





## Overview

At General Mills, our business is rooted in the earth and has the power to help restore it. Threats to natural resources impact our business and our ability to feed an expanding population. To drive growth and increase resilience, we need to move beyond just sustaining our planet, and toward regenerating it.

The largest environmental impacts related to our business occur outside General Mills

operations. This includes more than 85% of overall GHG emissions and 99% of water use. That’s why we collaborate to drive change by promoting regenerative practices across our entire value chain, from farm to fork and beyond.

This section illustrates our focus on regeneration—and a path to provide promising solutions for the planet, its resources and its people.

OUR PILLARS	
	Stable climate
	Healthy watersheds
	Strong ecosystems
	Better lives for farmers

## Our commitments and progress

**2020**



Sustainably source\* 100% of our 10 priority ingredients  
**PROGRESS THROUGH 2019: 91% achieved**

**2021**



Protect and establish 100,000 acres of pollinator habitat  
**PROGRESS THROUGH 2019: 207,000 acres restored or protected**

**2025**



Reduce absolute GHG emissions across our full value chain by 28%, compared to 2010  
**PROGRESS THROUGH 2019: 14% reduction**



Champion the activation of water stewardship plans for the company’s 8 priority watersheds  
**PROGRESS THROUGH 2019: 3 of 8 watersheds have active water stewardship plans in place**



Achieve zero waste to landfill at 100% of our owned production facilities  
**PROGRESS THROUGH 2019: 24% achieved**

**2030**



Achieve 100% of packaging recyclable by design\*\*  
**PROGRESS THROUGH 2019: Approximately 88% of our packaging in the U.S. (by weight) met this criteria**



Advance regenerative agriculture practices on 1 million acres of farmland  
**PROGRESS THROUGH 2019: Measurement in progress**

\*See the definitions of sustainably sourced for our 10 priority ingredients on page 40.

\*\*“Recyclable by design” means that all components of a package have been shown to be recyclable at scale in the geographies where sold.

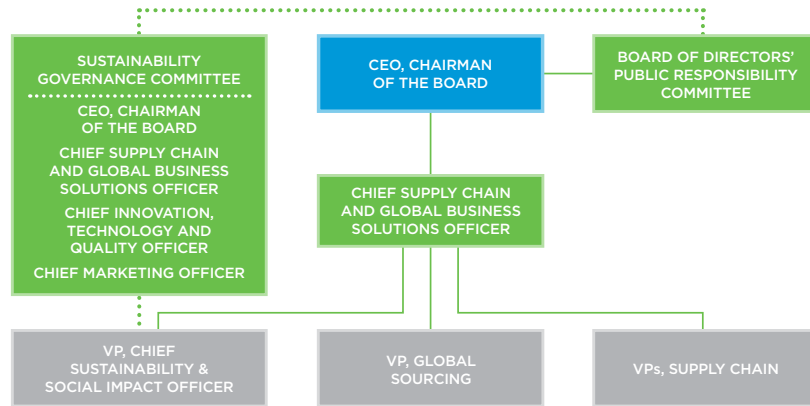
**Leadership and governance:** At General Mills, our Chairman and Chief Executive Officer has ultimate accountability for sustainability, which is included in his annual performance objectives and impacts his compensation. The Chairman and CEO convenes the Sustainability Governance Committee three times each year to review and approve strategies, programs and key investments.

Oversight of the company's sustainability work is provided by the General Mills Board of Directors' Public Responsibility Committee, which regularly reviews

the company's sustainability objectives, strategies and performance.

The company's Chief Sustainability & Social Impact Officer stewards the company's sustainability work, reporting to the Chief Supply Chain Officer, and working closely with the Vice President of Global Sourcing and other key business leaders to develop, coordinate and execute programs to achieve company-wide targets.

**Employee engagement:** To increase our positive impact, we engage and educate our employees on sustainability and how they can help drive change. Recent



initiatives include an online Greenhouse Gas 101 training module to illustrate how different functions can impact emissions in their jobs, interactive soil health demonstrations, Lunch & Learn sessions on regenerative agriculture, a screening for a film about food waste, and visits by our brand teams to a regenerative farm. These efforts support our broader goal to embed sustainability throughout our business, at all levels and functions.

**Public policy:** We advocate for policies that advance our efforts in sustainability. Learn more in the [Introduction](#) section of this report.

**Acquisitions:** In April 2018, General Mills completed the acquisition of Blue Buffalo Pet Products, Inc. We have been actively working to integrate Blue Buffalo into General Mills global sustainability strategy and long-term commitments. Key work streams include establishing the greenhouse gas baseline for the pet products value chain, developing a road map for packaging recyclability, and exploring how to engage in regenerative agriculture and zero waste to landfill.

**GRI 102-9, 26**

**General Mills is recognized as a global leader in sustainability**

Recognitions as of December 31, 2019.

# // Climate change

▶ **Material issues:** Climate change; energy use; food waste; packaging footprint | **GRI 301 2-3, 302 1-4, 305 1-5, 306-2**

Climate change presents risks to our environment and our livelihoods. Changes in climate affect global food security and impact our ability to deliver quality products to our consumers and value to our shareholders.

Our [General Mills Policy on Climate](#), which focuses on mitigation, adaptation, disclosure and advocacy, establishes a framework to track and reduce GHG emissions across our value chain.

**Risks:** We support the recommendations of the [Task Force on Climate-related Financial Disclosures](#) and we are identifying the risks associated with climate change. Physical risks include supply chain disruption due to severe weather impacting a facility, or commodity disruption for specific geographically concentrated ingredients such as cocoa from West Africa or almonds from California. We have active mitigation plans in place to address and

minimize these types of disruptions. Reputational risks could arise from not addressing the emissions in our supply chain. Through our aggressive science-based target, we are doing our part to reduce GHG emissions and positively influence the broader value chain. While regulatory changes present potential risks, we expect that these changes would impact all food companies in a similar manner without significant competitive disadvantage.

**Collaboration:** We directly control only a small portion of our value chain, so driving transformation across the entire system requires leadership and collaboration with suppliers, farmers, packaging producers, product transport providers, retailers and consumers. We drive progress through partnerships and key initiatives, such as our work with [The Land Institute](#) and [The Nature Conservancy \(TNC\)](#) to advance

regenerative agriculture and soil health, as well as with Field to Market: The Alliance for Sustainable Agriculture. See [Agriculture and transformation](#) for more details.

Combating climate change also requires collective action across industries and our broader society. We are a founding member of the [Climate Collaborative](#) and have made public commitments to tackle climate change in seven areas: agriculture, food waste, transportation, energy efficiency, short-lived climate pollutants, forests and packaging.

We also participate in the following initiatives:

- [Science Based Targets initiative \(SBTi\)](#)
- [Business for Innovative Climate & Energy Policy \(BICEP\) coalition](#)
- [We Mean Business](#)
- [New York Declaration on Forests](#)
- [UN Caring for Climate Declaration](#)

**Science-based goal:** Reduce absolute GHG emissions across our full value chain (Scopes 1, 2 and 3) by 28% by 2025 (compared to 2010). By 2050, General Mills will reduce its GHG emissions in line with the Intergovernmental Panel on Climate Change (IPCC) 2050 emission reduction guidance of 41-72% between 2010 and 2050. We were the first company to publish a goal approved by

the Science Based Targets initiative (SBTi), in 2015. During the coming year, we plan to launch our effort to align our goal with the latest guidance from the IPCC.

**Performance:** In fiscal 2019, our GHG emissions footprint decreased 14% compared to our fiscal 2010 baseline, while net sales rose 13%.\* This reflects a shift toward less GHG-emissions-intensive ingredients as well as improved efficiency in manufacturing and reduced emissions associated with consumer product preparation, storage and disposal. Our GHG emissions fell 1% versus 2018.

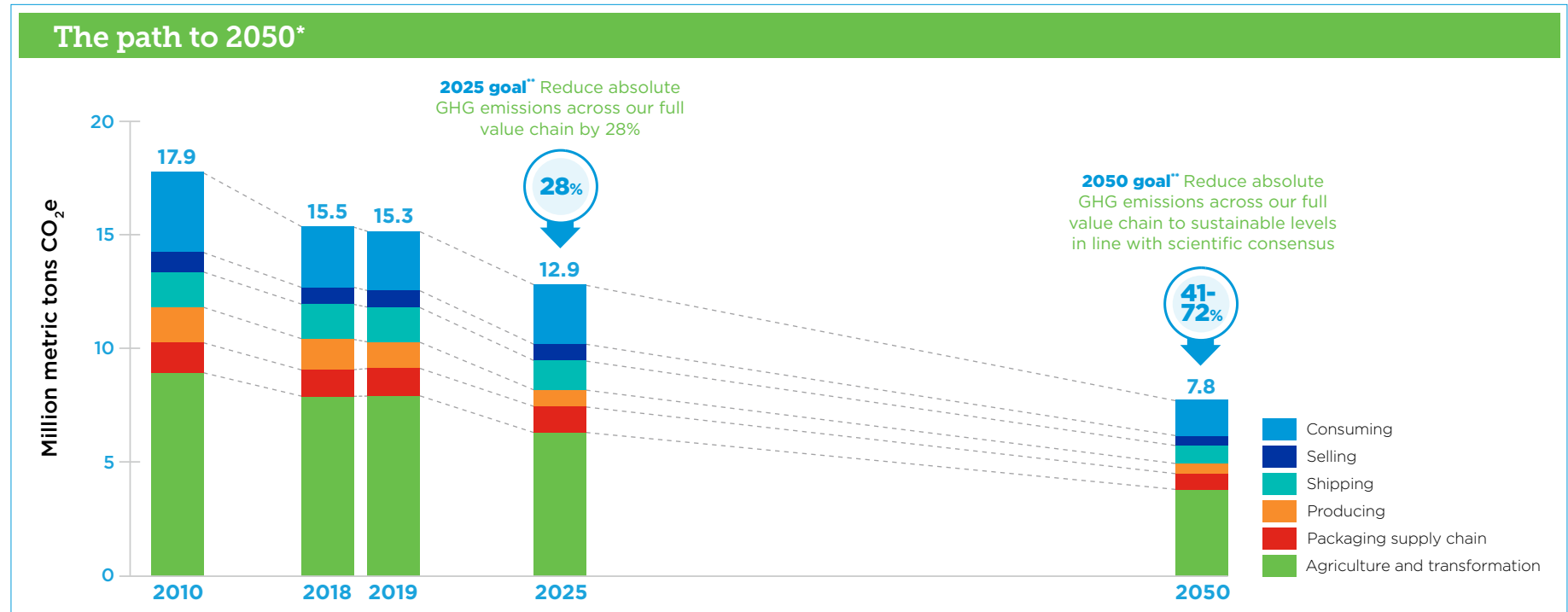
We plan to accelerate recent progress to reach our emissions reduction goals. To continue to decrease our footprint while

growing our business, we must more effectively embed our corporate ambitions into operating unit accountability and business decision making processes. We must also tackle the inherent challenges to reducing emissions across the value chain, which requires pioneering innovation with suppliers, farmers, NGOs, and others.

See the [Appendix](#) for details on our GHG emissions calculation methodology. For information on the risks and opportunities General Mills faces due to climate change, see our [CDP submission](#) online.

**Value chain:** The sections on the following pages break down our footprint by value chain phase and describe our efforts to improve performance.

\*Fiscal 2010 and fiscal 2019 GHG emissions and net sales data include Blue Buffalo.



\* General Mills worked with Quantis, a sustainability and life-cycle assessment (LCA) consulting firm, to calculate our company's GHG emissions footprint. The calculation methodologies align with the Greenhouse Gas Protocol, developed by World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD). Differences compared to the data reported last year are due to enhancements in calculation methodologies and accuracy. Greenhouse gas emissions data for all years in this graph and throughout this section reflect the acquisition of Blue Buffalo Pet Products, Inc., completed in April 2018. (Blue Buffalo data for 2010 and 2018 are estimated.) Data also reflect improved calculations of consumer food waste (which increased GHG emissions) and consumer trips to the store (which decreased GHG emissions).

\*\* Compared to 2010.



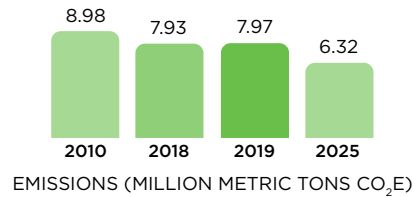
## Agriculture and transformation (52% of total value chain GHG emissions)

### Growing and transporting crops and turning them into food ingredients

GENERAL MILLS LEVEL OF INFLUENCE:  
**MEDIUM**

Agriculture and transformation represents the largest source of GHG emissions across our value chain, so it is central to our reduction efforts.

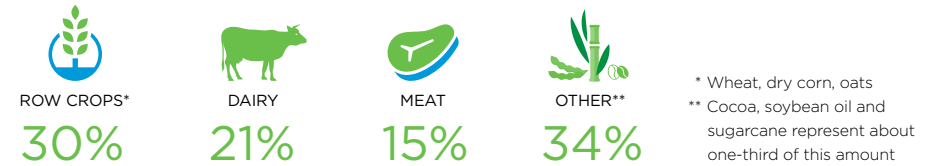
**Performance:** Greenhouse gas emissions in this category decreased 11% in 2019 compared to our 2010 baseline. This was primarily due to reduced purchases of GHG-emissions-intensive ingredients, such as dairy products. Emissions rose by 1% from 2018 to 2019.



**Regenerative agriculture:** Farming practices such as diverse crop rotations and cover cropping can sequester carbon in the soil and reduce GHG levels in the atmosphere.

**Supplier engagement:** In the U.S., we partner with Field to Market and our suppliers to help growers of corn, sugar beets and wheat gather data on the impact of their farming practices, including GHG emissions.

#### KEY DRIVERS (% OF PHASE IN FY19)



We engage in similar ways with oat growers through the Canadian Field Print Initiative. We then hold workshops and collaborate with local, trusted agronomists to identify and implement continuous improvement practices. We also collaborate to improve dairy management, which contributes to GHG emissions due to feed production, methane emissions from digestive processes, manure,

processing, transport of raw milk and other factors.

**Addressing deforestation:** Healthy forests play a critical role in storing carbon, so we are working to address deforestation in our fiber, cocoa and palm oil supply chains.

See [Regenerative agriculture](#) and [Sustainable sourcing](#) for more information.



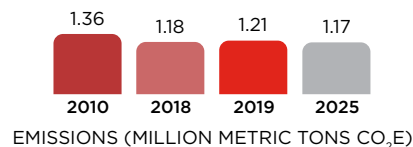
## Packaging supply chain (8% of total value chain GHG emissions)

### Producing and transporting packaging materials

GENERAL MILLS LEVEL OF INFLUENCE:  
**HIGH**

We continually innovate to reduce the environmental impact of packaging through better design – by decreasing materials use, switching to lower impact materials (including renewable and recyclable) and improving truckload packing efficiencies.

**Performance:** Greenhouse gas emissions in this category decreased 11% in 2019 compared to our 2010 baseline. This was due to design improvements and a shift toward products with lower impact packaging. A 3% increase from 2018 to 2019 was largely due to business growth.

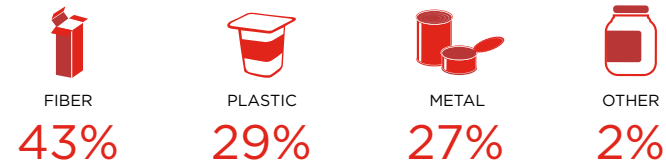


**Sourcing:** General Mills has a target to source 100% of our fiber packaging by 2020 from recycled material or from virgin wood fiber regions that do not contribute to deforestation, and we achieved 99.5% in 2019.

**Packaging commitment:** In early 2019, we announced our ambition that 100% of our packaging be recyclable by design\* by 2030. See our [packaging ambition](#).

**Recycled and recyclable materials:** We continue to increase our use of recycled and recyclable materials. In fiscal 2019,

#### KEY DRIVERS (% OF PHASE IN FY19)



recycled content represented about 47% of General Mills product packaging weight in the U.S. Approximately 88% of our packaging in the U.S. (by weight) was recyclable\*\* and met our criteria for recyclable by design.

In April 2019, Annie's became the first major brand in the U.S. to commercialize recycled content in a cereal liner, using at least 35% postconsumer recycled plastic. The package was the winner of this year's Sustainable Packaging Coalition Innovator Award

for the innovative materials and creative educational graphics on how to recycle.

**External collaboration:** We partner with industry and community organizations such as The Recycling Partnership, the Consumer Goods Forum and the Sustainable Packaging Coalition (SPC) to improve recycling effectiveness and availability. To promote recycling and educate consumers, as of April 2019 more than two-thirds (over 1,800) of our products in the U.S. included How2Recycle labels, developed by the SPC.

\*\*"Recyclable by design" means that all components of a package have been shown to be recyclable at scale in the geographies where sold.

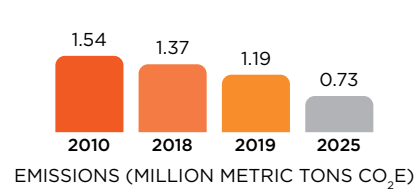
\*\*According to analysis conducted by General Mills in 2019. Packaging is considered recyclable if 60% or more of the U.S. population has access to recycling for the material.



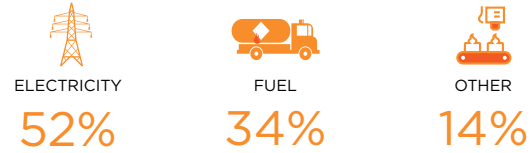
**Producing** (8% of total value chain GHG emissions)

**Making our products (mixing and cooking)**

GENERAL MILLS LEVEL OF INFLUENCE: **HIGH**



KEY DRIVERS (% OF PHASE IN FY19)



The amount and type of energy we use are the key drivers of GHG emissions from our operations.

**Performance:** Greenhouse gas emissions in this category decreased 23% in 2019 compared to our 2010 baseline, primarily due to our ongoing progress in energy efficiency, consolidation of operations and application of renewable energy certificates (RECs) from our wind power agreement (see below). Emissions decreased 13% compared to 2018.

**Energy use:** In addition to our GHG emissions reduction goal, each General Mills production facility has a target to reduce energy use by 2% annually, normalized to production. During fiscal 2019, the rate remained flat compared to the prior year. Efficiency improvements were partially offset by the addition of energy data associated with Blue Buffalo. Absolute energy use increased by 3%.

We identify and implement improvements through our Five-Step Energy Reduction Process, by working with our manufacturing plants to establish energy programs, conduct energy analyses, develop and execute improvement plans, and validate results. This process historically focused on facilities with significant spending on energy. We have recently evolved it to include all

General Mills manufacturing facilities, by focusing improvement efforts on common systems such as compressed air, lighting and steam/hot water.

In fiscal 2019, we completed more than 10 energy efficiency and reduction projects across the company. In total, these projects saved over 10 million kWh of electricity and avoided more than 3,300 metric tons CO<sub>2</sub>e of GHG emissions.

**Renewable energy:** We have implemented numerous renewable energy initiatives at facilities worldwide that meet financial guidelines and support our environmental objectives. Examples include anaerobic digestion

(which captures and uses methane to generate electricity), and burning oat hulls and other biomass. In June 2017, General Mills signed a 15-year virtual power purchase agreement with Renewable Energy Systems (RES) for 100 megawatts of the Cactus Flats wind project in Concho County, Texas. In fiscal 2019, this project generated RECs equivalent to approximately 1,019,000 GJ of electricity for General Mills, about one-third of electricity usage at our owned manufacturing locations in the U.S. This decreased our GHG emissions footprint by 185,185 metric tons CO<sub>2</sub>e, contributing 1% of reduction toward our 2025 full value chain goal. Through these efforts,

General Mills rose to No. 32 on the Top 100 list of the Environmental Protection Agency's Green Power Partnership.

In April 2019, we announced a virtual 15-year power purchase agreement with Roaring Fork Wind, LLC, a joint venture partnership between RES (Renewable Energy Systems) and Steelhead Americas, for 200 megawatts of its Maverick Creek wind project. The wind project, located in central Texas, will produce RECs for General Mills that, together with the Cactus Flats wind power agreement, are calculated to equal 100% of the electricity used annually at the

Renewable energy, fiscal 2019*				
Location	Generated and used (GJ)	Generated and sold (GJ)	RECs (GJ)	Type
Brazil (Cambara, Carolina, Pouso Alegre)	291,859	0	N/A	Wood / heat
France (Arras)	1,974	2,273	N/A	Biogas (food waste) / electricity and heat
United States (Fridley, MN)	50,596	0	N/A	Biomass (oat hulls) / heat
United States (Murfreesboro, TN)	1,567 (electricity), 963 (steam)	0	N/A	Biogas (food waste) / electricity and heat
United States (Cactus Flats, Concho County, TX)	N/A	N/A	1,019,000	Wind / Electricity (RECs)
<b>Total</b>	<b>369,639</b>	<b>2,273</b>	<b>1,019,000</b>	
<b>% of total energy usage **</b>	<b>3.98%</b>			

\* The company's facility in San Adrian, Spain, rented its roof to a solar company, which generated 5,800 GJ at that location in fiscal 2019. That amount is not included in this table.  
 \*\* Wholly owned or controlled production facilities globally.

company's owned U.S. facilities. During the peak of construction, the project is anticipated to create approximately 175 jobs in the clean energy workforce.

**Waste reduction:** We also work to decrease waste, which saves money and materials and decreases our overall GHG emissions. Each General Mills production facility has a target to reduce production solid waste generation by 3% annually, normalized to production. In fiscal 2019, this rate decreased by 5%, while absolute waste fell by 6%. Main factors included

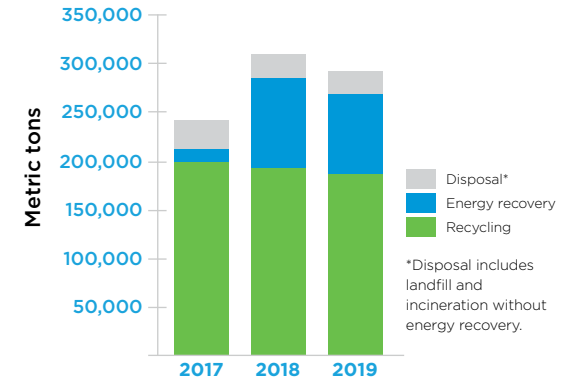
waste-intensive changes in operations and overall decreases in production. During the year, 64% of our total production solid waste globally was recycled, 28% was processed for energy recovery and 8% was disposed.\* In fiscal 2019, 4% of our total production volume was food waste, and only 1% of that (0.04% of total production volume) went to landfill. [Learn more.](#)

Worldwide, at the end of fiscal 2019, 12 General Mills production facilities (24% of the global total) met our zero-waste-to-landfill criteria.\*\* We continue working to

meet our target to achieve zero waste to landfill at 30% of our owned production facilities by 2020 and 100% by 2025.

To view additional data about GHG emissions, energy usage in our directly controlled operations, and water and solid waste, see the [Environmental data summary.](#)

### Production waste

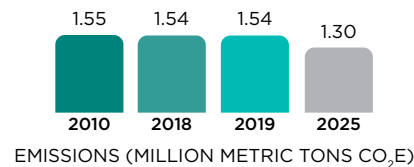


\*Disposal includes landfill and incineration without energy recovery.  
\*\*These facilities sent no waste to landfill or incineration without energy recovery.

## Shipping (10% of total value chain GHG emissions)

### Transporting ingredients to our facilities and our products to stores

GENERAL MILLS LEVEL OF INFLUENCE: **HIGH**



#### KEY DRIVERS (% OF PHASE IN FY19)



TRUCK

72%



OTHER MODES

26%



WAREHOUSE

2%

We work with our suppliers, co-packers, transportation providers and customers to reduce the environmental impact of shipping our products around the world.

**Performance:** Greenhouse gas emissions in this category decreased 1% in 2019 compared to our 2010 baseline. Shifts to more efficient transport modes and improvements in truck fuel efficiency have enabled us to keep GHG emissions roughly flat despite business growth and increased shipping distances.

#### Strategies:

- Optimizing transportation modes, including moving loads to modes with less impact, such as from truck to rail.
- Collaborating with suppliers and customers to increase capacity utilization and providing customers incentives to use our Direct Plant Ship program.
- Prioritizing shippers with strong environmental credentials. In North America, 88% of our

transportation spend is with [SmartWay](#) certified carriers.\*

- Improving logistics planning, filling trucks more completely and using load optimization software.
- Optimizing our customer service facility and inventory footprint to decrease outside storage, which requires additional handling.



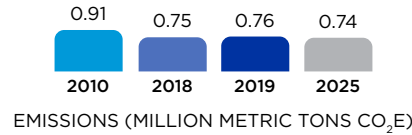
\*Twelve months ending November 2019.



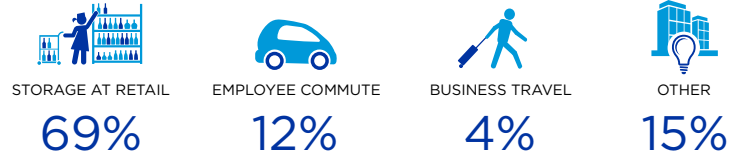
**Selling** (5% of total value chain GHG emissions)

**Making food available for purchase and daily operations of our business**

GENERAL MILLS LEVEL OF INFLUENCE: **LOW**



KEY DRIVERS (% OF PHASE IN FY19)



We support the efforts of our customers who are working to reduce energy use and associated GHG emissions related to storing and refrigerating our products. This category also includes General Mills activities that support sales and marketing, such as commuting, business travel and our corporate offices.

**Performance:** Greenhouse gas emissions in this category decreased 16% in 2019 compared to our 2010 baseline, largely

due to a decrease in the volume of products that require cold storage.

**Sales fleet:** We continue to reduce impacts in this area through upgrades to more efficient fleet vehicles. From fiscal 2010 through fiscal 2019, we reduced the GHG emissions intensity of our U.S. and Canada sales fleet by 29% per mile driven, decreasing annual GHG emissions per vehicle by more than 0.6 metric tons CO<sub>2</sub>e.

**Corporate offices:** Efforts to decrease waste and energy use at our corporate offices include expanding recycling and composting streams, reducing printing, optimizing building energy controls and improving lighting energy efficiency.

In fiscal 2019, at our Minneapolis headquarters, we reduced overall waste by 10% and waste to landfill by 30%, while increasing composting collection by more than 70%, compared to fiscal 2017.

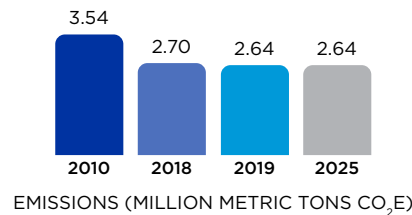
From 2015 through 2019, we saved US\$989,000 through energy use reductions, decreasing GHG emissions by more than 7,480 metric tons CO<sub>2</sub>e. Through fiscal 2019, to support healthy ecosystems, we have also converted more than eight acres of land at our headquarters to pollinator or prairie habitat.



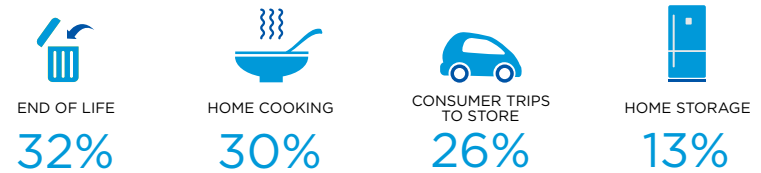
**Consuming** (17% of total value chain GHG emissions)

**Enjoying food (shopping, preparing and eating) and disposing**

GENERAL MILLS LEVEL OF INFLUENCE: **LOW**



KEY DRIVERS (% OF PHASE IN FY19)



Product end-of-life (food waste and packaging) represents the largest part of emissions in this phase, followed by consumer meal preparation and transportation to the store.

**Performance:** Greenhouse gas emissions in this category decreased 25% in 2019 compared to our 2010 baseline, reflecting a shift in overall sales to regions with relatively

lower levels of food waste as well as increases in our portfolio of products that do not require cooking or refrigeration by the consumer.

**Food waste:** We support several initiatives to combat food waste. General Mills food donations enabled 28 million meals globally in 2019. [Learn more.](#)



# // Water stewardship ► Material issue | GRI 303-1, 2, 3

Water is essential for life – for drinking and sanitation, and to grow food, generate power, support commerce and nurture ecosystems. On average, agriculture accounts for 70% of global freshwater withdrawals,\* and the food sector faces increasing risks related to water quality and availability. This underscores the leadership role that General Mills and other food companies must take to address water stewardship issues. We focus on water use from watershed to production, identify opportunities to increase efficiency and conservation, and continually improve performance and enhance resiliency.

**Policy:** The General Mills Water Policy provides a framework for engaging with stakeholders and improving the health of watersheds that are critical to our business. Improving watershed health requires extensive collaboration to protect the water quality and supply that benefit our growers, communities and the environment.

**Our goal:** Champion the activation of water stewardship plans for the company’s most material and at-risk watersheds in its global value chain by 2025.

**Risk-based approach:** Water issues are local, so we take a risk-based approach to address the specific challenges facing

## Feeding Ourselves Thirsty

In the 2019 update of its Feeding Ourselves Thirsty analysis, Ceres ranked General Mills No. 3 of 18 packaged food companies (and No. 3 of 40 food sector companies overall). The study assessed

how companies are responding to water risks in governance and management, direct operations, the manufacturing supply chain and the agricultural supply chain.

targeted geographies. We follow our four-phase approach to develop and implement watershed health strategies in eight priority watersheds across our worldwide supply chain. (See the watersheds map on the next page.) One of those watersheds is in phase 2 (analysis and action planning), four are in phase 3 (collaboration) and three have advanced to phase 4 (transformation).

To prioritize geographies, in 2016 we updated a risk assessment of the watersheds that support our business globally. We assessed 15 key ingredients in 36 sourcing regions and 66 facilities (including 17 supplier partners), covering 41 watersheds globally. This process, which updated the analysis we conducted with TNC in 2013, included factors such as water quantity, water quality and baseline water stress. We used the World Wildlife Fund (WWF) Water Risk Filter and the World Business Council for Sustainable Development (WBCSD) Global Water Tool, as well as facility water consumption data

and irrigation intensity data from the University of Minnesota. We are currently conducting an updated and expanded assessment, and plan to share the results in our next report.

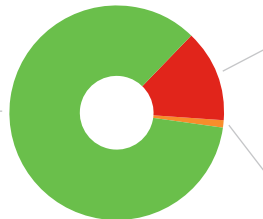
**Water use in operations:** Although this category only represents about 1% of our water footprint, every General Mills production facility has a target to decrease water withdrawal by 1% annually, normalized to production. In fiscal 2019, the rate decreased by 7%, due to process efficiencies and the addition of production volumes associated with Blue Buffalo. Absolute water withdrawal related to our manufacturing processes equaled 13.1 million cubic meters, 4% less than in fiscal 2018. Main factors included reductions in the number of facilities and overall production.

To view additional data about water withdrawal in our directly controlled operations, including withdrawal by source, see the [Environmental data summary](#).

## General Mills water footprint\*

### Agriculture and transformation (85%)

We focus on the highest-risk watersheds that we impact globally. See the [map](#) for details.



### Packaging supply chain (14%)

Reducing materials use and using lower impact materials (such as recycled content) are the main strategies that positively impact water use related to packaging. See the [Packaging supply chain](#) section for more information.

### Producing (1%)

Although this represents a small part of our footprint, we control this phase directly and are committed to continual improvement. See the [Producing](#) section for details.

\*Water consumption data is from 2012. Data in the Shipping, Selling and Consuming phases was considered to be immaterial.

\*FAO. 2011. The state of the world’s land and water resources for food and agriculture (SOLAW): managing systems at risk. Food and Agriculture Organization of the United Nations, Rome and Earthscan, London.

## Four-phase approach to sustainable supply chain water use

### PHASE 1

#### Assessment

A study of key operation and growing region watersheds, using external standards and building on work completed with The Nature Conservancy (TNC)

### PHASE 2

#### Analysis and action planning

Deep-dive analysis of at-risk growing areas, in conjunction with external experts

### PHASE 3

#### Collaboration

Establish multi-stakeholder water stewardship plan to implement identified improvements

### PHASE 4

#### Transformation

Implement water stewardship program with public education and advocacy, funding, and monitoring and reporting

## General Mills priority watersheds

### Snake IDAHO, U.S.

**Growing region (wheat, potatoes)**  
RISK LEVEL: EXTREMELY HIGH  
PHASE 4

General Mills is tracking the **Eastern Snake River Plain Aquifer Comprehensive Aquifer Management Plan** to drive progress toward watershed sustainability. We support TNC to help farmers implement water management and soil health practices that reduce groundwater withdrawals and address declining water levels and watershed health in this area. In 2017, the Natural Resources Conservation Service (NRCS) allocated \$5.2 million to promote and implement irrigation and water saving projects through its Regional Conservation Partnership Program. TNC also received a grant from the NRCS to help develop the business case for farmers to reduce water use. Also see **Southern Idaho Fieldprint Project** and the **TNC soil health roadmap**.

### San Joaquin CALIFORNIA, U.S.

**Growing region (dairy, nuts, fruits and vegetables), facility**  
RISK LEVEL: EXTREMELY HIGH  
PHASE 3

General Mills has supported TNC and **Sustainable Conservation** to develop resources such as the **groundwater dependent ecosystem tool** and the **groundwater recharge assessment tool** to assist development of groundwater sustainability plans. Through the **California Water Action Collaborative**, we share resources and information with other food and beverage companies, suppliers and conservation organizations to improve water security in the San Joaquin watershed. In 2018, we supported development of the **Groundwater Exchange**, a resource and collaboration portal that helps water managers, water users and community members implement the Sustainable Groundwater Management Act.

### Rio Grande/ Rio Bravo NEW MEXICO, U.S.

**Facility**  
RISK LEVEL: EXTREMELY HIGH  
PHASE 4

We contribute to the **Rio Grande Water Fund's** work to help advance water conservation and education efforts in the Albuquerque community, including restoring forests to reduce catastrophic wildfires that threaten the area's water supply. Over the past three summers, our Albuquerque cereal and snack plant partnered with TNC to collect rain water, **Saving Every Drop**. Additionally, we are tracking the Albuquerque Bernalillo County Water Utility's 100-year long-range water supply plan for the metropolitan area, **Water 2120: Securing our Water Future**. As a founding member of the **Alliance for Water Stewardship (AWS)**, we have completed and **self-certified to the AWS Standard** at our cereal and snack facility in Albuquerque and its surrounding catchment. The AWS Standard facilitates the documentation of shared water risks in the catchment and efforts to abate them.

### South Florida Basins FLORIDA, U.S.

**Growing region (sugarcane)**  
RISK LEVEL: HIGH  
PHASE 4

General Mills is tracking The **Central Everglades Planning Project (CEPP)** that is currently being implemented according to the **Integrated Delivery Schedule**, a collaboration created with multi-stakeholder input.

### Yongding He HEBEI/SANHE (BEIJING), CHINA

**Growing region (dairy), facility**  
RISK LEVEL: EXTREMELY HIGH  
PHASE 3  
We are in the process of implementing the **Alliance for Water Stewardship** standard at our facility and the surrounding catchment.

### Huang He (Yellow) SHANGDONG, CHINA

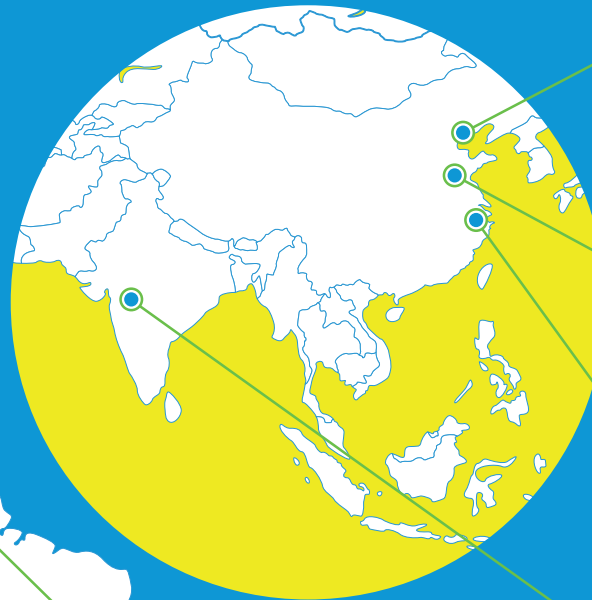
**Growing region (dairy)**  
RISK LEVEL: EXTREMELY HIGH  
PHASE 2  
This watershed is in the analysis phase.

### Yangtze (Chang Jiang) SHANGHAI, CHINA

**Facilities**  
RISK LEVEL: HIGH  
PHASE 3  
We are in the process of implementing the **Alliance for Water Stewardship** standard at our facilities and the surrounding catchments.

### Ganges MADHYA PRADESH, INDIA

**Growing region (wheat)**  
RISK LEVEL: EXTREMELY HIGH  
PHASE 3  
In 2018, General Mills and TNC completed a detailed assessment of the watershed, farming practices and improvement opportunities. We are collaborating with another food company to develop a water fund and to pursue other opportunities for the region. To better understand the challenges and possible solutions in this area, in 2018 we met with numerous local farmers and **summarized the meetings in a blog**.



An interactive version of this map, which is updated periodically, is also available [online](#).

# // Regenerative agriculture ▶ Material issues | GRI 102-12, 13, 201-1, 304-2, 3

Globally, up to one-third of greenhouse gas (GHG) emissions stems from the food system, an estimated 80% of which comes from agriculture.\* To positively impact our planet, it's imperative that we adapt our approach to farming, natural resource management and energy usage. We believe that the most promising solutions start with healthy soil.

We are on a journey to make a meaningful difference through regenerative agriculture, which we define as agriculture that protects and intentionally enhances natural resources and farming communities.

Regenerative agriculture works with nature to pull carbon from the air and store it in the soil, where it nourishes a network of life. This approach is a powerful lever for change across the agricultural supply chain. It not only sustains the natural resources and farming communities we depend on but can renew, restore and regenerate them for generations to come.

To achieve these benefits at scale, we believe all types of agriculture – organic and conventional – can adopt regenerative principles.

**Our goal:** Advance regenerative agriculture practices on 1 million

acres of farmland by 2030. We are developing measurement and tracking for this goal and plan to report progress in the next fiscal year.

**Our approach:** We aim to connect best practices in regenerative agriculture

to measured outcomes across three key areas: farmer economic resilience, soil health and biodiversity.

## Three key aspects to our approach



### FARMER ECONOMIC RESILIENCE

By fostering natural nutrient cycling, regenerative agriculture practices can build farm fertility and resilience over time. This supports healthy yields and reduces the resources needed to combat system stressors like pests, natural disasters and diseases.



### SOIL HEALTH

Soil is a complex ecosystem that forms the base of the food chain for humans and all land animals. Soil also plays an essential role in balancing the earth's ecosystem and our climate. Healthier soil can hold more water, increase resilience to floods and droughts, maintain nutrients and purify water.



### BIODIVERSITY

Diversity in crop varieties, grazing animals, wildlife and pollinators helps to build farm ecosystems that are resilient against disease, pests and extreme weather events. Plant health, function and biomass can improve and increase with diversity.

## Measurement protocols

**Field operations:** Cash and cover crop varieties, time of planting, seed treatments, seed and planting cost, livestock operations and tillage practices

**Inputs:** Name and amount of fertilizer, herbicide, fungicide, pesticide and biological amendments used, method of application and type of pest or disease being controlled

**Economic data:** Cost of inputs and operations, crop yield and livestock revenue

**Soil health:** Soil structure, microbial diversity and abundance, soil penetration resistance, nutrient availability, and active carbon

**Soil functions:** Water infiltration rate, water holding capacity, microbial respiration

**Soil carbon sequestration:** Meter-deep soil organic carbon stocks

**Plant diversity:** Plant species, canopy cover, erosion control effectiveness

**Insects inventory:** Soil, foliar, and airborne invertebrate bio-inventories assessed during cash crop flowering and cover crop growth

**Breeding bird survey:** Species, location, and behavior of common and rare birds

\*Vermuelen, S., Campbell, B. & Ingram, J. (2012). Climate Change and Food Systems. Annual Review of Environment and Resources, 37, 195-222. <https://www.annualreviews.org/doi/abs/10.1146/annurev-environ-020411-130608>

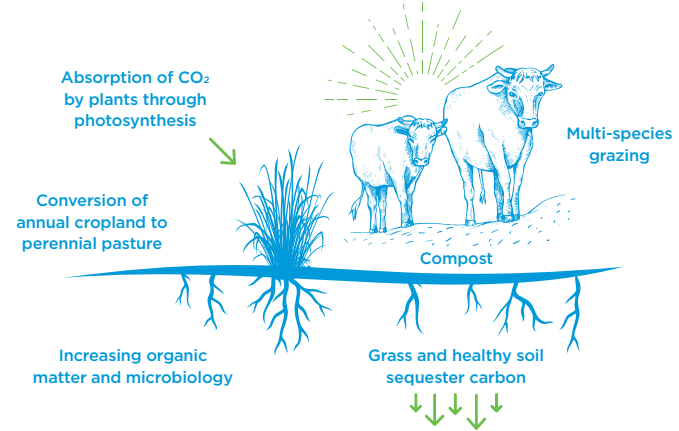


**Measuring impact:** During fiscal 2018, General Mills developed a Regenerative Agriculture Measurement Protocol, which outlines how we determine the impact of agricultural management on soil health throughout General Mills network of regenerative farmers and ranchers (see graphic on prior page.) Through December 2019, we have collected and analyzed data from 45 pilot farms — both conventional and organic — in the U.S. We also launched Version 2.0 of the General Mills Regenerative Agriculture Self-Assessment, a user-friendly open-source tool for farmers to understand alignment

between their agricultural practices and the principles of regenerative agriculture.

**Life-cycle assessment:** In 2018, General Mills worked with Quantis, White Oak Pastures and Michigan State University to conduct a life-cycle assessment of White Oak Pastures, which produces beef for our EPIC brand and uses regenerative grazing to restore degraded cropland and convert it to permanent pasture. The study concludes that White Oak Pastures is offsetting at least 100% of the farm's grassfed beef carbon emissions and as much as 85% of the farm's total carbon emissions. See the [final report](#).

## Regenerative practices that put carbon underground



## Regenerative farming principles



**Minimize soil disturbance** – Soil is very porous, like a sponge, and tilling soil weakens its structure. It collapses on itself, hardens and over time can't absorb water, which keeps roots from penetrating through it. Reducing or eliminating tillage can reverse this process.



**Maximize crop diversity** – Many problems that farmers have to deal with – such as pests, diseases and poor nutrient cycling – can be traced to a lack of diversity in the agricultural system. Including a broader range of plants in the system decreases pest and disease pressure and increases soil nutrients, while supporting carbon sequestration.



**Keep the soil covered** – Keeping the soil covered protects it from wind, sun and other natural elements that can damage or erode it, while protecting the underground ecosystem. This decreases water evaporation and carbon oxidation, while supporting important microorganisms.



**Maintain living roots year-round** – Green living plants are the foundation of the soil ecosystem. Regenerative agriculture works to convert as much sunlight as possible into plants, throughout the year. Roots act as straws taking carbon from the air and storing it in the soil where it nourishes a network of life.



**Integrate livestock** – Integrating a high density of grazing livestock on crop land, with frequent movement, benefits plants in numerous ways. Natural pruning inspires new plant growth, natural fertilizer invites helpful insects to aerate the soil and spread organic matter, and livestock movement works the land and the soil in a less invasive way, reseeded from the plants themselves.

## Engaging farmers through Northern Plains Regenerative Oats Pilot

In March 2019, General Mills launched its Northern Plains Regenerative Oats Pilot in a key oat sourcing region that spans parts of Manitoba and Saskatchewan, Canada, and North Dakota. Through the program, 45 farms representing 170,000 acres (50,000 of which are actively engaged in the pilot) are working directly with coaches to develop and implement regenerative management plans over a

three-year period. To support this effort, regenerative agriculture expert organizations Understanding Ag and Soil Health Academy are providing extensive farmer coaching and training.

Each participating farm picked a study field for soil health, biodiversity and profitability baseline measurements, which occurred from May-August 2019. We are collaborating with leading soil scientists and wildlife biologists

to assess the outcomes of the program. Enrolled farmers also provide management data for the study field so we can also assess changes in profitability over the course of the project. The analysis includes six control farms to compare performance without these practices. Although the project is still in the data collection phase, we plan to share results in the future.

[Learn more.](#)



△ Doug Turnbull, from Grip-Fast Farms in Binscarth, Manitoba, is one of 45 oat farmers in our regenerative agriculture pilot program.

## Soil health

More than 99% of food comes from the land,\* so keeping soil healthy is critical to meeting demands on food, fuel and fiber as our global population grows. But 33% of the Earth's soils are already degraded and over 90% could become degraded by 2050.\*\* Soil conservation practices, including planting cover crops, rotating diverse crops and reducing tillage, can improve soil health. We are investing to help farmers adopt regenerative principles to rebuild and regenerate soil.

Through 2019, General Mills has invested more than US\$5.5 million

in initiatives to advance soil health on U.S. agricultural lands.

We have a three-pronged approach to supporting soil health:

- **Research investments:** We collaborate with research institutions to help ensure that scientists have the resources and perspectives they need to pioneer long-term solutions that work for farmers and the food industry.
- **Perennial crop investments:** Through strategic partnerships, we're working to develop crops like Kernza with the potential to increase

soil health, carbon sequestration, water infiltration and biodiversity.

- **Supplier and grower partnerships:** Since 2010, General Mills has collaborated with supply chain partners to advance progress toward our 2020 sustainable sourcing commitment. Additionally, we have supported on-farm soil health practice experimentation with financial and in-kind contributions since 2017.

See our video, [Healthy Soil, Healthy Planet](#).

\*Pimentel, David. "Soil Erosion: A Food and Environmental Threat." 2006

\*\*FAO and ITPS, 2015; IPBES, 2018



△ As part of its #DeeplyRooted campaign, Cascadian Farm released a limited-edition cereal made with Kernza. Proceeds benefit The Land Institute to advance further research on the crop.

## We have invested more than \$5.5 million to advance soil health

\$1 million to support regenerative agriculture training, tools and research through Kiss the Ground

**Research investments**

In partnership with The Nature Conservancy, we developed *reThink Soil: A Roadmap to U.S. Soil Health*

\$2 million+ in soil health research and adoption through The Nature Conservancy, Soil Health Partnership and Soil Health Institute

\$1 million+ with National Wheat Growers Foundation and National Corn Growers Foundation

**Supplier and grower partnerships**

Supporting farmers' ongoing efforts to build healthy soil, including through education, pilot programs and fellowship opportunities

**Perennial crops investments**

\$1 million in University of Minnesota's Forever Green initiative to develop crops like Kernza

## Soil Health Academy

In 2019, General Mills funded and hosted a pair of two-day Soil Health Academy workshops in Canada, one in Manitoba and one in Saskatchewan. These events provided farmers with in-depth training on regenerative agriculture principles and the associated benefits to natural resource conservation, profitability and total farm resiliency. Leading regenerative farmers and advisors shared case studies and conducted demonstrations illustrating how farms can be restored by mimicking nature's principles. Over 130 participants joined from more than 100 farm operations.

During the meetings, General Mills outlined expectations and targeted outcomes for the regenerative



△ Farmers attending a Soil Health Academy workshop in Brandon, Manitoba.

agriculture pilot, fielded questions, and encouraged interested growers to opt in for consideration. Seventy-five of the attending farm operations applied for the pilot program, and we were able to increase funding to support 50% more growers than originally planned. We plan to report progress in the coming years.

## Organic farming

Today, less than 1% of the farmland in the U.S. is certified organic. General Mills is dedicated to increasing the long-term capacity of our organic supply chain and expanding organic acreage. These efforts align with our growth objectives, consumer demand and our commitment to regenerative agriculture. Since 2000, General Mills has steadily grown our organic business with new products, such as *Progresso Organic Soup*, and brand acquisitions, including Cascadian Farm, Muir Glen and Annie's.

### #2

General Mills is the **second-largest** branded natural and organic food producer in the U.S.

#### Triple Bottom Line Operating Unit:

In 2018, Annie's, Cascadian Farm, EPIC Provisions, and Muir Glen joined together as a new operating unit within General Mills, leading on innovative, regenerative practices including organic farming. The Triple Bottom Line Operating Unit is committed to driving positive outcomes for the planet, people and profit. While each brand has unique product offerings and core consumers, all four strive to accelerate work in regenerative agriculture and to advance leading-edge sustainability ideas that can be leveraged throughout General Mills.

We work to advance organic farming practices in the following ways:

- Advancing organic supply chains - Prioritizing the purchase of certified organic ingredients for our product portfolio
- Industry collaboration - Collaborating with other organizations to amplify meaningful change
- Public policy engagement - Supporting development, promotion and ongoing improvement of strong U.S. organic standards
- Research and farm-based support - Encouraging widespread adoption of organic farming practices through research, advocacy and education
- Supporting young farmers and sustainable food leaders - Ensuring that farming and food provide exciting career opportunities for the next generation

For details, see our report, [Triple Bottom Line Operating Unit Sustainability Highlights FY2019](#).

## 65,000+

Together the Triple Bottom Line Operating Unit's brands accounted for more than **65,000 acres** of organic acreage in fiscal 2019.



### Case study: Large-scale organic land conversion

In fiscal 2018, General Mills and Gunsmoke Farms LLC signed an agreement to convert 34,000 acres of conventional farmland to certified organic acreage by 2020. Located west of Pierre, South Dakota, the farm will grow certified organic wheat and other organic crops as part of a diverse rotation. General Mills will use the wheat to make Annie's pasta products, including its signature *Macaroni & Cheese*.

As part of this agreement, General Mills has partnered with Midwestern BioAg to provide on-the-ground mentorship for the farm operators to advance leading regenerative soil management practices. In addition, nearly 3,000 acres of pollinator habitat will be planted throughout the farm in partnership with the Xerces Society for Invertebrate Conservation (Xerces Society). This type of long-term, direct

contracting is unprecedented for General Mills and the industry. This agreement provides farmers and landowners a high level of security, which supports them in making a transition of this magnitude.

Through September 2019, we planted 200 acres of test plots showing average or better yields for winter and spring wheat, and will plant 10,000 acres of

spring wheat to harvest as organic grain for Annie's in 2020. To support the development of more climate-beneficial crops, we have also planted 65 acres of the perennial grain Kernza. The entire farm is on track to achieve our commitment to certified organic by Summer 2020.



# Pollinators









Thirty-five percent of crop production worldwide relies on pollinators such as bees, birds and butterflies.\* Diverse native populations of bees and other insects are a sign of healthy and productive ecosystems. Many of our products contain honey, fruits, nuts, vegetables and other ingredients that require pollination, so healthy and abundant bee populations are a priority for General Mills. We work with our suppliers and leading conservationists to conserve and expand bee habitats, and we fund research to better support the health and recovery of honey bees.

Since 2014, General Mills, our Foundation and our brands have invested more than US\$6 million to support pollinator habitat and research efforts. This includes our public-private partnership with the Xerces Society and the USDA, brand investments on supplier farmland, and other charitable contributions to advance pollinator research and health. See chart for details.

\*"Insects and Pollinators," NRCS, USDA, <https://www.nrcs.usda.gov/wps/portal/nrcs/main/national/plantsanimals/pollinate>.



△ Cheerios and Nature Valley celebrated Earth Day 2019 by partnering to support initiatives that help bees and trees.

General Mills investment in pollinators					
	FUNDING	TIMEFRAME	COMMITMENT	PROGRESS (THROUGH OCTOBER 2019)	
<b>PUBLIC-PRIVATE PARTNERSHIPS</b>					
	\$1,250,000	FY17 - FY21	Expansion of the Xerces Society's Pollinator Conservation Program by adding eight full-time field biologists in key regions of the U.S.	Provided technical support or conservation planning assistance to more than 560 farms	
	\$750,000		Protect and establish 100,000 acres of pollinator habitat by 2021	Restoration of habitat or protection of pollinators on over 207,000 acres	
	\$2,000,000			We have met our goal and plan to keep driving improvement through policy and farmer support.	
<b>BRAND COMMITMENTS</b>					
	\$400,000	FY14	5 miles of hedgerow and wildflower strips on supplier's 2,500-acre almond ranch	Completed	
	\$15,000	FY17	20 acres of habitat on 500 acres of land owned by two organic dairy suppliers	Completed	
	\$1,650,000	FY17 - FY21	3,300 acres of pollinator habitat planted by 2020	1,800 acres of habitat planted	
	\$1,185,000	FY17 - FY25	Pollinator habitat support on supplier farmland	50+ acres of pollinator habitat planted, including:	
				<ul style="list-style-type: none"> <li>8,000 flowering shrub transplants</li> <li>52 million flowering annual and perennial wildflower seeds</li> <li>9+ miles of hedgerow habitat</li> </ul>	
<b>OTHER GENERAL MILLS CHARITABLE CONTRIBUTIONS</b>					
	\$515,000	FY15 - FY19	Applied research on bee health in Europe; beekeeper training; pollinator habitat expansion, including Yoplait sourcing regions	500 acres of habitat planted	
	\$700,000	FY14 - FY19	Honey bee cell culture research; knowledge sharing and collaboration among pollinator researchers worldwide	Advanced research on honey bee viruses and nutritional supplements for bee health; promoted best beekeeping practices	

"The General Mills and Xerces work is bringing pollinator and wildlife habitat back to some lands where it has not existed for more than half a century. There's still enormous work to be done, but no other partnership is tackling pollinator and biodiversity conservation on farms at this scale."

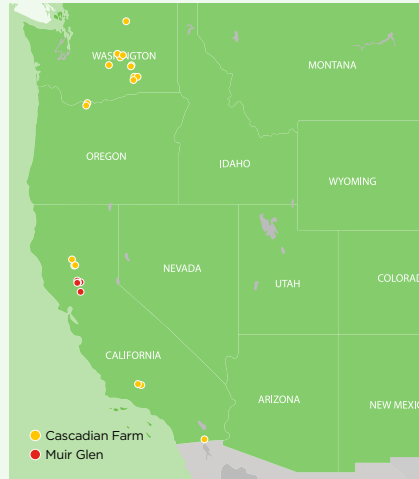
- Eric Lee-Mäder, Pollinator Program Co-Director, the Xerces Society for Invertebrate Conservation

## Habitat work in the West

Muir Glen and Cascadian Farm partner with the Xerces Society to plant pollinator habitat on our supplier farms in California, Oregon and Washington. This partnership has resulted in 34 large-scale project sites to date (see map).

By establishing pollinator habitat around farmland for high-value ingredients, farmers are able to use insects as partners to create a healthy farm ecosystem. Beneficial insects can also help control pests, reducing reliance on synthetic pesticides.

▷ Muir Glen and Cascadian Farm supplier farm locations with pollinator engagements.



△ Before and after the pollinator work at Grimmway Farms in the Central Valley of California.

## Synthetic pesticide use reduction

**Our approach:** We recognize that some consumers and stakeholders have concerns about the use of pesticides. General Mills maintains a comprehensive system of controls and processes to ensure the highest level of product quality and safety. We also work to reduce the need for synthetic pesticides in agriculture.

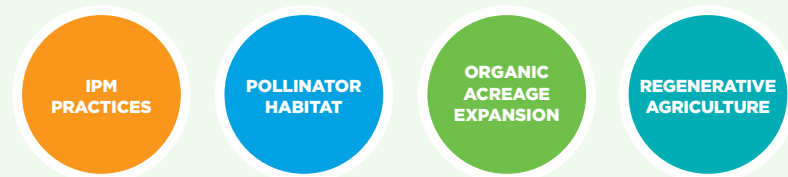
**Food safety:** Food safety is the top priority for General Mills. In today's global agriculture system, where plant pests and diseases are responsible for losses of 20 to 40% of all food production, farmers rely on pesticides, fertilizers and other tools to protect crops and grow ingredients for the foods we eat. We integrate a systematic approach to safety - focusing on prevention,

intervention and response - into all our processes to manage potential issues with pesticide residue in ingredients, and we work across our supply chain and with global regulatory agencies to ensure safety in pesticide use. [Learn more.](#)

### Reducing synthetic pesticide use:

In addition to our strict regulatory compliance and food safety standards, we are committed to protecting and regenerating the land from which our ingredients are grown. Recognizing that synthetic pesticides may harm beneficial insects, including pollinators, or drift beyond a farmer's field and affect nearby fields and ecosystems, we are actively working across our value chain to limit these unintended and potentially harmful impacts. We have strategies in place

## We work with nature to reduce the need for synthetic pesticide use through four key strategies



to reduce synthetic pesticide use, and we work with trusted agronomists and other experts to implement continuous improvement practices throughout our supply chain. Our commitments to regenerative agriculture, integrated

pest management (IPM), organic acreage expansion and pollinators not only support healthy ecosystems and soil health, but also directly reduce farmer reliance on pesticides and other agrochemicals. [Learn more.](#)



# // Sustainable sourcing

► Material issues: Commodity availability; farmer livelihoods; human rights; responsible sourcing | GRI 102-12, 13, 203-1, 2, 204-1, FP4

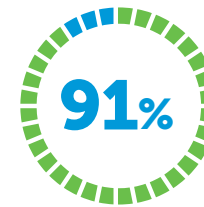
**Approach:** We focus on improving the environmental, social and economic impacts of raw material sourcing. This aligns with our core values and helps ensure availability of the ingredients we need to make our products, while driving progress toward our 2025 goal to reduce absolute GHG emissions across our full value chain by 28% (compared to 2010). It also helps us meet our consumers' growing desire to understand the link between the food they purchase and its origin. Using finite resources and natural

systems more efficiently is essential to feeding a growing population.

**Progress:** We continue to make progress toward our goal to sustainably source 100% of our 10 priority ingredients by 2020. In fiscal 2019, we achieved 91%, up from 85% the prior year. We continue to move our supply chain toward sustainable sourcing through origin-direct investment, continuous improvement and verification efforts with farmers and supplier partners, connected data partners and NGOs.

**Looking ahead:** As we approach 2020 and look toward 2030, we'll continue current efforts to improve the sustainability of our priority ingredients, selectively deepen investments, and sharpen the focus of our work. To ensure we positively impact people and planet, while increasing supply chain resiliency for our businesses, we need to find ways to move past simply sustaining natural resources and farming communities. We must work to also more intentionally protect and

restore landscapes connected to our business. We're excited to build upon our sustainable sourcing efforts to bring a regenerative focus to relevant priority ingredients and beyond.



In fiscal 2019, we sustainably sourced\* 91% of our 10 priority ingredients.

## Deforestation

Forests play a critical role in ecosystems. They act as carbon sinks, filter and store water, and provide a home for countless plant and animal species. While General Mills has minimal sourcing exposure to deforestation risks, we are committed to eliminating deforestation and the resulting impacts on biodiversity, endangered species and climate change. Deforestation is a major contributor to climate change, accounting for an estimated 15% of GHG emissions globally.

We regularly review our global sourcing footprint and have focused efforts on those commodities at high risk of driving deforestation and where we can make a meaningful impact: cocoa, fiber packaging and palm oil. In these categories, we work with suppliers and other partners to improve traceability and encourage certification and/or origin-direct

investment aligned with our sustainable sourcing goals, and to drive sustainability requirements to our upstream supply base. Learn more about our approach for each of these in the subsequent pages.

We are signatories to the 2014 New York Declaration on Forests, and in March 2017 we signed on to the World Cocoa Foundation's Cocoa & Forests Initiative (CFI) to combat deforestation in key cocoa growing regions.

For other commodities often associated with deforestation such as soy, meat and dairy, our exposure to regions at high risk of deforestation is minimal. While we operate businesses around the globe, most of our ingredients support our North American and European operations where we work with local suppliers, farmers and ranchers.

As we look beyond 2020, we will consider how to further strengthen our approach

and commitments to ensure that we are effectively combating deforestation given the critical need to drive more improvement.

Additional details on our strategy and progress can be found on our [deforestation webpage](#).






























△ In fiscal 2019, we sourced 99.5% of our fiber packaging from recycled material or from virgin wood fiber regions that do not contribute to deforestation.

\*See the definitions of sustainably sourced for our 10 priority ingredients on page 40.

## Performance dashboard: Sustainable sourcing\*

**Commitment:** Sustainably source 100% of our 10 priority ingredients by 2020, representing 40% of our annual raw material purchases

**91%** **Progress:** 91% of these raw materials sustainably sourced in fiscal 2019

Raw material/ingredient	FY15	FY16	FY17	FY18	FY19	Primary focus**		Strategy	Sustainability definition
						Environmental	Social		
 Cocoa	28%	46%	59%	90%	93%			 Origin-direct investment	Direct investment at origin to improve smallholder farmer livelihoods and ingredient quality
 Vanilla	45%	22%	22%	32%	75%				
 Oats	40%	50%	61%	90%	97%			 Continuous improvement	Driving toward continuous improvement using industry-based environmental metrics with at least 25% of acres under measurement
 U.S. wheat	24%	36%	61%	74%	86%				
 U.S. sugar beets	47%	68%	81%	81%	89%				
 U.S. corn (dry milled)	26%	33%	67%	82%	91%				
 U.S. dairy (raw fluid milk)	20%	38%	83%	91%	98%				Driving toward continuous improvement as outlined in the ICUSD's Stewardship and Sustainability Framework for U.S. Dairy***
 Fiber packaging	99%	99%	99%	99.5%	99.5%				Recycled material or virgin wood fiber from regions not contributing to deforestation
 Sugarcane	59%	67%	58%	70%	86%			 Verification	Sourced from independently verified low-risk regions, or compliance with Bonsucro or comparable standards in high-risk regions
 Palm oil****	100%	100%	100%	100%	100%				

\*Progress numbers may vary from year to year due to changes in suppliers, market conditions or improvements in data tracking methodology. All numbers calculated based on volume except fiber packaging, which is based on percent of spend sustainably sourced. Aggregate percentage is based on the percentages sustainably sourced for each ingredient, weighted by spend. Data reported for oats, U.S. wheat, U.S. sugar beets and U.S. corn represent percentage progress calculated based on acres under measurement and number of years of data.

\*\*Our efforts are focused on areas of significant challenge at the point of origin where we can have the greatest impact.

\*\*\*Measured using the National Milk Producers Federation's Farmers Assuring Responsible Management (FARM) Environmental Stewardship module (formerly called FarmSmart).

\*\*\*\*Palm oil target 100% by fiscal 2015.

## Origin-direct investment



We rely on farmers and farming communities for our ingredients. When farmers can earn a good living and take care of the local environment, their lives are better and their communities are more stable. We invest in smallholder farmers and their communities to improve livelihoods, environmental resources and ingredient quality.



### Cocoa

**Status:** 93% of the cocoa General Mills purchased in fiscal 2019 was sustainably sourced.\*

#### Challenges:

- Economic viability – the ability of smallholder farmers to earn enough from the crop to support their families
- Deforestation – due to the expansion of cocoa plantations and gathering of firewood in some areas
- Low productivity – low yields, crop loss due to pests or disease, and degraded soil fertility
- Child labor – helping families keep children in school

**Progress:** In 2019, we continued to expand our work with key suppliers to provide direct support to cocoa-growing communities in West Africa.

Since January 2017, 100% of our powdered cocoa has been sustainably sourced.

More than 90% of the cocoa we purchase is grown in West Africa.

In **Côte d'Ivoire**, we partner with cocoa suppliers Barry Callebaut and Cargill to help smallholder farmers. Our support of the Cargill Cocoa Promise program with the humanitarian NGO CARE in Côte d'Ivoire benefits 10 communities. Our support of Barry Callebaut's Cocoa Horizons program helps farmers in 65 cocoa cooperatives improve productivity through training, support and financing.\*

[Learn more about the impact of our NGO partnerships in Community.](#)



In **Ghana**, we are working with cocoa supplier Cargill and CARE in 20 communities to form village cooperatives and provide technical assistance and educational support to more than 2,300 smallholder farmers.

In **Nigeria**, participating farmer communities are provided with a comprehensive support package reflecting our vision and the **Olam Livelihood Charter** principles of finance, improved yields, labor practices, market access, quality, traceability, social investment and reduced environmental impact.

\*Impact from General Mills funding and donations from other companies are combined for maximum impact in the Cocoa Horizons program.

During fiscal 2019, we worked to transition more of our global chocolate purchases to sustainable volumes. The General Mills Foundation provided funding for a West Africa forest protection and restoration initiative as part of our Cocoa & Forests Commitment.

**Collaboration:** We work directly with our suppliers to address systemic challenges and enforce our [Supplier Code of Conduct](#), which prohibits forced and

child labor. In addition, we are a member of the [World Cocoa Foundation \(WCF\)](#), which works with the food industry to address social and environmental issues in the cocoa supply chain.

Since signing on to WCF's Cocoa & Forests Initiative in March 2017, we have worked closely with suppliers, NGOs and Proforest to identify strategic actions to protect and restore forests, increase sustainable production and promote

social and community engagement. We collaborated with those organizations to aggregate and integrate information to develop a draft General Mills action plan with intended investment and forecasted impact through 2022 for both Côte d'Ivoire and Ghana. In early 2019, we completed and published our final company action plans. This initiative will also drive progress toward our [2025 GHG emissions reduction goal](#). [Learn more.](#)



### Vanilla

**Status:** 75% of the vanilla General Mills purchased in fiscal 2019 was sustainably sourced.\*\*

#### Challenges:

- Economic viability – the ability of smallholder farmers to earn enough from the crop to support their families.

**Progress:** During fiscal 2019, we more than doubled sustainable vanilla purchases despite ongoing market volatility and geopolitical instability.

We continue developing innovative opportunities in Madagascar to produce enough sustainable volume to achieve our commitment. During the year, we expanded our village savings and loan program with [Positive Planet](#) and continued support for smallholder farmer co-op development with our key supplier partner [Virginia Dare](#).

**Collaboration:** In addition to our work with key partners Virginia Dare and Positive Planet, we've invested in and supported the [Sustainable Vanilla Initiative](#) as a platform for leveraging broader industry collaboration.

\*Cocoa includes chocolate as well as cocoa powder, converted into cocoa bean equivalents. See the definition of sustainably sourced for this ingredient on page 40.

\*\*See the definition of sustainably sourced for this ingredient on page 40.

## Continuous improvement



Row crops and dairy are among the most resource intensive of our 10 priority ingredients. To source these raw materials sustainably, we measure year-on-year progress in field-level resource efficiency and drive continuous improvement over time with farmers in our supply chain.

**Strategy:** We partner with farmers in our key sourcing regions using frameworks developed by [Field to Market \(FTM\)](#), [Innovation Center for U.S. Dairy](#) and the [Canadian Field Print Initiative](#). For U.S. row crops, we collaborate with third parties such as [Agrible](#) and [Syngenta](#), which integrate Field to Market's sustainability metrics into their farm management software platforms to streamline data collection. For U.S. raw fluid milk, our dairy partners deploy the [National Milk Producers Federation's Farmers Assuring Responsible Management \(FARM\) Environmental Stewardship](#) module (formerly called [FarmSmart](#)) to measure and track farm sustainability. The data is evaluated against key environmental indicators to establish a natural resource efficiency baseline for each grower. We then hold workshops and collaborate with local, trusted agronomists and other experts to identify and implement continuous improvement practices.

**Progress:** During fiscal 2019, we continued to elevate sustainability as central to our global sourcing strategy. We launched engagements in new regions and brought on new supplier partners to advance progress.

Since 2010, we have worked with more than 275 growers to collect data on a cumulative total of over 1,795,000 acres. Although we report the percentage of oats, U.S. wheat, U.S. sugar beets,

Progress update on continuous improvement ingredients				
Ingredient	Engagement regions	2018 crop year acres under measurement	Years of data (average)	Performance trend**
Oats	Eastern Saskatchewan, Manitoba, Northern North Dakota	72,000	5	Improvement
U.S. wheat	Southeastern Idaho, Northern Plains, Southern Plains, Indiana, Missouri, Ohio	381,000	3	Mixed
U.S. sugar beets	Red River Valley, Southeastern Idaho, Southern Minnesota, Central Michigan, Mountain West	56,000	6	Improvement
U.S. corn (dry milled)	Eastern Illinois, Central Wisconsin, Kansas, Nebraska	21,000	3	Mixed
U.S. dairy (raw fluid milk)	Central Michigan	N/A, 100% of volume	3	Improvement

\*This combines performance across multiple regions and metrics such as land use efficiency, energy use and GHG emissions per ton of ingredient, and fertilizer use efficiency. "Improvement" refers to improvement in most metrics in a majority of regions. "Mixed" refers to improvement in a minority of metrics and regions. Lack of improvement is often due to poor weather during the growing season.

U.S. corn, and U.S. dairy that are sustainably sourced based on acres and volumes that are measured and driving toward continuous improvement, this doesn't necessarily translate universally to positive performance in all sustainability-related metrics in all regions. See the next section for detail.

**Key learnings:** We've learned a great deal over more than five years of working to advance the sustainability of these ingredients. We set out to collect and analyze farm data to model resource efficiency against key environmental indicators, and we're now able to look at trends over time. We had hoped to see general improvement against industry metrics, but results have been mixed across crops and regions.

We see several reasons for this:

- The metrics we have been using are based on productivity (yield) so lower yields drive poorer metrics
- While farmers work diligently to protect yield, factors outside of their control such as weather can undermine these efforts
- Weather anomaly years greatly skew trends for engagements with fewer years of data

As a result, these metrics don't give us the full picture of continuous improvement. Additionally, we have learned that continually improving output per acre doesn't necessarily increase economic or environmental sustainability. For example, farmers may raise yield

but also increase environmental impact and cost in the process.

We now recognize that improved soil health as the cornerstone to a regenerative agriculture strategy is a more effective driver of change. We've committed to advance regenerative agriculture practices on 1 million acres of farmland by 2030.

**Looking ahead:** As we look beyond 2020, we are evolving our sourcing programs to incorporate regenerative agriculture strategies. In addition to tracking natural resource efficiency with modeled outcomes, we will measure actual outcomes through pilots that include soil health sampling, biodiversity assessments and farm economic analyses, and have started

capturing 2019 baselines in those areas in key sourcing regions of North America. This blended approach will measure both farmer economic resilience and profitability over

time as well as improvements in ecosystem health and productivity. We will also monitor farmer management practices and continuous improvement in that area. This focuses

on activities most within the farmers' control and will complement the outcomes-based metrics we gather. Overall, this revised approach will show how farmers in our programs

are working not only to protect, but also to intentionally enhance and restore resources such as soil, biodiversity and water.



## Oats

**Status:** 97% of the oats General Mills purchased in fiscal 2019 were sustainably sourced.\*

### Challenges:

- Climate change - reduce GHG emissions across the supply chain
- Soil quality - improve soil health
- Water quality - address water quality issues related to agriculture

- Oat supply - decreased oat production

### Grower engagements:

- Paterson Grain in Manitoba and North Dakota
- Exceed Grain Marketing, Richardson, Shark Ag Consulting, and Viterra in Saskatchewan

### Progress:

- Through fiscal 2019, we have collected data on a cumulative total of over 189,000 acres in Manitoba, Saskatchewan, and North Dakota.

We continued to expand on-the-ground sustainability programs to measure natural resource efficiency against key environmental indicators.

- During the last five years, we have seen improvement in all metrics measured.

In fiscal 2019:

- In collaboration with our suppliers and data partners, we brought together more than 100 farmers to review environmental footprints and identify continuous improvement opportunities.

- We continued collaboration with key supplier partner Paterson to advance research and enroll growers in our regenerative agriculture pilot.

- In Saskatchewan, we expanded soil health research with local agronomic advisor Shark Ag Consulting. We funded technical support and provided cost sharing for farmers to test new practices such as intercropping and cover cropping.



## Wheat

**Status:** 86% of the U.S. wheat General Mills purchased in fiscal 2019 was sustainably sourced.\*

### Challenges:

- Climate change - reduce GHG emissions across the supply chain
- Soil quality - improve soil health
- Water quality - address water quality and quantity issues related to agriculture

### Grower engagements:

- Thresher Artisan Wheat in the Snake River region
- ADM in the Northern Plains, Southern Plains and Eastern Corn Belt regions
- CHS in the Northern Plains

### Progress:

- Through fiscal 2019, we have collected data on a cumulative total of over 1,213,000 acres using on-the-ground sustainability programs to measure natural resource efficiency against key environmental indicators.

- In Idaho, we have seen improvement in all metrics over the course of nine years. The Northern and Southern Plains would have shown improvement in five- and three-year trends, if not for droughts in 2017 and 2018, respectively.

In fiscal 2019:

- In collaboration with our suppliers and data partners, we brought together 215 farmers to review environmental footprints and identify continuous improvement opportunities.
- We hosted an inaugural spring meeting and captured baseline data for a new

engagement with Cenex Harvest States (CHS) in Northern Minnesota.

- In the Snake River region, 77% of surveyed growers reported using three or more conservation practices to manage erosion, improve water quality or preserve soil moisture.
- In the Southern Plains Region, the General Mills Foundation provided funding to enroll two farms in the Soil Health Partnership demonstration farm program in collaboration with the National Wheat Foundation.

\*See the definition of sustainably sourced for this ingredient on page 40. This refers to the percentage of target acres measured and driving toward continuous improvement, and not necessarily to performance in sustainability-related metrics.



## Sugar beets

**Status:** 89% of the U.S. beet sugar General Mills purchased in fiscal 2019 was sustainably sourced.\*

### Challenges:

- Climate change – reduce GHG emissions across the supply chain
- Soil quality – improve soil health

- Water quality – address water quality and quantity issues related to agriculture

### Grower engagements:

- Amalgamated Sugar in the Snake River Valley region
- American Crystal Sugar in the Red River Valley region
- Michigan Sugar in Michigan
- Western Sugar in the Mountain West
- Southern Minnesota Beet Sugar Cooperative in southwest Minnesota

### Progress:

- Through fiscal 2019, we have collected data on a cumulative total of over 307,000 acres using on-the-ground sustainability programs to measure natural resource efficiency against key environmental indicators.
- Performance metrics have improved in some regions and not in others.

In fiscal 2019:

- In collaboration with our suppliers and data partners, we brought together

85 farmers to review environmental footprints and identify continuous improvement opportunities.

- We continued data collection and continuous improvement discussions with all co-op suppliers.
- In the Red River Valley region, 92% of growers surveyed reported using five or more practices to manage erosion, improve water quality or preserve soil moisture.



## Corn

**Status:** 91% of the U.S. dry milled corn General Mills purchased in fiscal 2019 was sustainably sourced.\*

### Challenges:

- Climate change – reduce GHG emissions across the supply chain
- Soil quality – improve soil health
- Water quality – address water quality issues related to agriculture

### Grower engagements:

- Didion in South Central Wisconsin
- Bunge in Illinois, Kansas and Nebraska
- ADM in East Central Illinois

### Progress:

- Through fiscal 2019, we have collected data on a cumulative total of over 87,000 acres using on-the-ground sustainability programs to measure natural resource efficiency against key environmental indicators.

- Performance metrics have improved in some regions and not in others.

In fiscal 2019:

- In collaboration with our suppliers and data partners, we brought together 23 farmers to review environmental footprints and identify continuous improvement opportunities.
- 42% of fields in the Wisconsin engagement used conservation tillage practices to manage soil erosion.

80% of the fields in the East Central Illinois engagement used conventional tillage, representing an opportunity for tillage reduction moving forward.

- Since 2017, we've invested in the Soil Health Partnership, a national project to conduct on-farm assessments of the soil health impacts of cover crops, reduced tillage and fertilizer optimization.



## Dairy

**Status:** 98% of the raw fluid milk General Mills purchased in the U.S. in fiscal 2019 was sustainably sourced.\*

### Challenges:

- Climate change – reduce GHG emissions across the supply chain
- Water quality – address water quality issues related to agriculture

- Animal welfare – address animal care issues, such as dehorning

### Producer engagements:

- Supply from Foremost Farms USA and Trierweiler Dairy Inc. to our Reed City, Michigan, yogurt facility

### Progress:

- Through fiscal 2019, U.S. milk producers have used the FARM Environmental Stewardship module to collect data and calculate the sustainability impact from farm to production

facility of all directly sourced raw fluid milk for our Reed City facility.

- Energy usage and GHG emissions have both improved over three years.

In fiscal 2019:

- In collaboration with our suppliers and participating dairies, we reviewed environmental footprints and best practices, and discussed advancing continuous improvement opportunities related to feed production, milk production and

manure management. We also explored opportunities to improve soil health on fields used for dairy feed.

- General Mills, Foremost Farms USA, and 16 participating dairy producers were recognized with a U.S. Dairy Sustainability Award for Outstanding Supply Chain Collaboration in May 2019. Dairies in our engagement drove an 11% reduction in GHG emissions from 2015-2018.

\*See the definition of sustainably sourced for this ingredient on page 40. This refers to the percentage of target acres (for sugar beets and corn) and target volume (for dairy) measured and driving toward continuous improvement, and not necessarily to performance in sustainability-related metrics.

## Verification



We continue to increase the sustainability of fiber packaging, sugarcane and palm oil by working across the industry to improve practices, and we validate progress by using verification in high-risk regions.



### Fiber packaging

**Status:** 99.5% of the fiber packaging General Mills purchased in fiscal 2019 was sustainably sourced.\*

#### Challenges:

- Deforestation – in some parts of the supply chain caused by sourcing fiber for packaging

**Strategy:** Ninety-nine percent of our fiber packaging supply is considered at low risk for contributing to global deforestation because the packaging uses either recycled materials or virgin fiber that is sourced from regions where deforestation is not occurring. The remaining 1% is sourced from countries considered at high risk, including China. We follow [pulp, paper and packaging sourcing guidelines](#) developed by the Consumer Goods Forum.

**Progress:** In fiscal 2019, we reassessed our purchases in Asia to better understand risk and available certifications. We plan to convert all remaining, high-risk region volume to Forest Stewardship Council (FSC) mix or better in 2020.

Ninety percent of the fiber we use in our packaging comes from the United States and Canada – areas at low risk for deforestation.



### Sugarcane

**Status:** 86% of the sugarcane General Mills purchased in fiscal 2019 was sustainably sourced.\*

#### Challenges:

- Labor rights – including child and forced labor, and working conditions related to worker health, safety and hours
- Visibility – improve lack of visibility to origin of purchased sugarcane
- Water quality – address water quality issues related to agriculture

**Strategy:** More than half of the sugarcane we purchase globally is grown in low-risk countries, such as the U.S. and Australia. We continue to leverage our [Bonsucro](#) membership and the organization's Production Standard, plus related credits to help farmers and mills in our supply chain measure and increase productivity while reducing key environmental and social impacts.

**Progress:** In fiscal 2019, 86% of the sugarcane we purchased was sustainably sourced, up from 70% the prior year. This reflects an increase in Bonsucro credit purchases in regions where certified sugarcane is not available at volume.

During the year, we continued evaluation of impact investment opportunities through Bonsucro and other collaboratives to support sustainable practices development in Mexico, Brazil and India. We look to finalize program scope and funding in early 2020.

The majority of the sugarcane we purchase comes from the Western Hemisphere.



\*See the definition of sustainably sourced for this ingredient on page 40.

 **Palm oil**  
**Status:** 100% of the palm oil General Mills purchased in fiscal 2019 was sustainably sourced.\*

**Challenges:**

- Deforestation – palm plantation expansion harms rainforests, biodiversity, endangered species and the environment.
- Indigenous rights – irresponsible practices can threaten the rights of indigenous peoples.

**Strategy:** Although General Mills is a relatively minor user of palm oil, our purchasing practices can help move the industry forward. We are dedicated to sourcing palm oil in a socially and environmentally responsible manner. Our initial commitment in 2010 included compliance with our [Supplier Code of Conduct](#), as well as prevention and resolution of social and/or land conflicts consistent with the principle of free, prior and informed consent. As part of our concern about deforestation in palm

\*See the definition of sustainably sourced for this ingredient on [page 40](#).

oil growing regions, we supplement our initial commitment with our [statement on responsible palm oil sourcing](#), which was strengthened significantly in 2018/2019.

**Progress:** In fiscal 2015, we met our commitment to source all palm oil through sustainable purchases that meet Roundtable on Sustainable Palm Oil (RSPO) standards, and we have maintained that performance through fiscal 2019. We have continued to shift toward mass balance and segregated palm oil – accounting for 99% of our purchases in 2019 – and away from certificates. In cases where certificates are needed, we are aligned with and using the industry standard of [PalmTrace](#). In 2019, we also implemented a formal logging and tracking process for upstream palm oil grievances and developed an annual supplier scorecard to evaluate supplier performance against No Deforestation, No Peat, No Exploitation (NDPE) policies.

**Traceability:** In 2019, we continued working with Proforest to trace our palm oil supply chain, identify sustainability risks and ensure responsible and

sustainable sourcing. At the end of 2019, 99% of our palm oil volume was categorized as traceable to the extraction mill – among the best in our industry.

Click [here](#) for a list of our current global direct palm oil suppliers and the most recent list of mills supplying our direct suppliers. This information will be updated periodically. We are driving toward increased public transparency regarding upstream supply and now expect all of our palm oil suppliers to follow a similar practice.

Hurdles remain in the palm oil supply chain. If an audit or other highly credible source reveals or confirms that a supplier is seriously violating the stated



principles of our policy, and if that supplier does not acknowledge and immediately remediate the concern, General Mills will suspend or eliminate palm oil purchases from that vendor.

Purchasing of RSPO certified volumes (metric tons)				
	CY2016*	CY2017	CY2018	CY2019
Mass balance volume	56,970	76,000	76,923	84,363
Segregated volume	11,550	6,140	902	349
RSPO PalmTrace Credits**	6,600	3,740	1,153	1,891
<b>Total</b>	<b>75,120</b>	<b>85,880</b>	<b>78,978</b>	<b>86,603</b>

\*Calendar year

\*\*Formerly known as Green Palm Credits

# // Responsible sourcing

► **Material issues:** Animal welfare; commodity availability; human rights; responsible sourcing | [GRI 102 12-13, 40, 42-44, FP11-12](#)

## Supplier responsibility

Our supplier base is large, complex and global, with thousands of suppliers in more than 25 countries. We address responsible sourcing issues through a multifaceted approach, including supplier assessments, audits, and direct engagement.

Our [Supplier Code of Conduct](#), the backbone of our program, outlines

our expectations. It covers four pillars of responsible sourcing: human rights, health and safety, the environment and business integrity. We include the Code in purchase orders, contracts and ongoing interactions with suppliers to drive adoption and continual improvement throughout our supplier base.

**Owned locations and co-packers:**

Since 2009, third-party firms have conducted independent audits of our owned locations and co-packers, which cover human rights, health and safety, the environment and business integrity. (These are separate from food safety audits.) In fiscal 2018, we transitioned

co-packers to the Sedex Members Ethical Trade Audit (SMETA) protocol. This framework is widely recognized by companies in the food sector, which enables suppliers to share audit results with customers and improve efficiency. Another benefit is that remediation of identified noncompliances will be



managed and independently verified by a third party. By fiscal 2020, our co-packers will follow the same overall audit process as our Tier 1 suppliers.

We require corrective action plans and resolution for any identified noncompliances. In fiscal 2019, 49 of our owned locations and co-packers were audited, representing about 20% of the total, compared to 67 locations the prior year. Assessment frequency is based on each site's performance in past audits.

When significant issues arise in audits, a Critical Finding Alert email is issued to key General Mills team members, including regional leadership, division counsel and subject matter experts. This group gathers to review the relationship with the facility, discuss findings and determine next steps. Regular progress review meetings occur until the issue is resolved.

**Tier 1 suppliers:** During fiscal 2017, we worked with Bureau Veritas (BV) to expand and elevate our responsible sourcing program in our Tier 1 supplier base. After conducting a high-level risk assessment and segmentation of 2,300 Tier 1 direct supplier\* facilities worldwide, we identified about 1,200

facilities that have inherent risk, based on environmental, social and governance factors. We also assessed suppliers that provide raw materials or ingredients covered by our sustainable sourcing goals, as well as natural and organic products.

We require facilities identified as having inherent risk to complete a multistep process including a technical review and documentation of policies and procedures. This rigorous process may take suppliers significant time to complete. To mitigate risk, we are enhancing our sourcing process to mandate compliance and decrease supplier time requirements.

Depending on the results, some facilities must undergo an onsite third-party audit, based on the SMETA protocol, covering human rights, health and safety, the environment and business integrity. These facilities develop corrective action plans to address identified noncompliances. During fiscal 2019, 5 supplier facilities underwent third-party audits.

**Governance and integration:** Our supply chain and sourcing executive leadership teams have accountability for our responsible sourcing programs. These teams meet at least twice a year

Audit results in fiscal 2019				
Type of location	Number of audits	Locations with noncompliances	% resolved*	% in process*
Owned locations	19 (9 North America, 10 international)	9	89%	11%
Co-packers	30 (26 North America, 4 international)	13**	77%	23%
Tier 1 suppliers	5 (2 North America, 3 international)	2***	0%	100%

\*As of October 2019. Represents percentage of locations with all noncompliances resolved (fourth column) and percentage of locations with resolution underway (fifth column).

\*\*Of noncompliances identified, 76% related to safety and hygienic conditions, 10% to business integrity, 6% to wages and benefits, 4% to regular employment, 2% to working hours, and 2% to management systems.

\*\*\*Of noncompliances identified, 33% related to management systems, 33% to safety and hygienic conditions, 22% to harsh or inhumane treatment, and 11% to working hours. Percentages do not add up to 100% due to rounding.

to review progress. We also have a dedicated responsible sourcing manager who oversees our work in this area.

We are integrating supplier responsibility into our global sourcing standards and processes. As of fiscal 2019, all General Mills buyers

- Include a standardized supplier responsibility review in their category strategies.
- Evaluate the risk of prospective suppliers, using due diligence guidance.
- Include language in contracts related to social and environmental performance, if appropriate.

- Meet with strategic suppliers twice a year to discuss progress and provide feedback using a performance scorecard, which includes responsible sourcing.

To ensure alignment across the function, all sourcing employees complete online learning on our Supplier Code of Conduct. In fiscal 2019, we also trained more than 50 supply chain employees on our responsible sourcing, supplier diversity and sustainable sourcing programs as part of formal onboarding for all new global sourcing employees.

\*Direct suppliers provide ingredients or commodities used in our food products or packaging. Indirect suppliers provide products or services such as office supplies, telecommunications and travel that support our business more generally.

## Supplier diversity

General Mills is committed to establishing and growing relationships with certified diverse suppliers.\* This provides opportunity to underrepresented groups, while fostering job creation and economic development. These efforts also support our company by delivering innovation, agility, cost savings and market insights about our increasingly diverse consumers.

The Supplier Diversity Team, which is embedded in our global sourcing organization, builds partnerships across the company to match diverse suppliers with business needs and opportunities. The team integrates supplier diversity into the standard sourcing process, trains all sourcing buyers in this area and provides tools to advance the program.

Sourcing product category managers incorporate diversity into their strategic plans to drive progress and share results with sourcing leadership.

During fiscal 2019, we continued to advance our program, conducting annual reviews with diverse suppliers above a certain spend to support their development.

We are active members in national and regional advocacy organizations, such as the [National Minority Supplier Development Council \(NMSDC\)](#), [North Central Minority Supplier Development Council \(NCMSDC\)](#), [WEConnect International](#), [Women's Business Enterprise National Council \(WBENC\)](#), [Women's Business Development Center \(WBDC\)](#), and the [National](#)

\*Businesses owned by minorities, women, veterans, and disabled, lesbian, gay, bisexual and transgender individuals.

General Mills spending with diverse suppliers in North America* (US\$ million)			
	FY2017	FY2018	FY2019
Minority-owned businesses	\$70.0	\$56.8	\$53.5
Women-owned businesses	\$78.8	\$102.7	\$118.4
Veteran-owned businesses	\$10.2	\$10.1	\$9.2
LGBTQ+-owned businesses	\$0.1	\$0.3	\$0.3
<b>Total</b>	<b>\$159.1</b>	<b>\$169.9</b>	<b>\$181.4</b>
<b>Total (% of spending in North America with suppliers)</b>	<b>1.8%</b>	<b>2.1%</b>	<b>2.4%</b>

## Animal welfare

The foundation of the General Mills [Animal Welfare Policy](#) is support for the internationally recognized “five freedoms” for all animals across our global supply chain. Although we are primarily a plant-forward food company, with large businesses such as Cheerios and Nature Valley, we use some animal-derived products and have long worked to support the humane treatment of animals in agriculture. We routinely engage with stakeholders focused on animal health and welfare and leverage industry initiatives that advance livestock production. These efforts span global ingredient purchases for our foods.

**Chickens:** Eggs are an important ingredient in ice cream, baked goods and doughs, and we strive to ensure that the hens laying them are treated humanely. Our commitment is to purchase 100% cage-free or free-range eggs for our operations globally by 2025. In 2019, 55% of eggs purchased were cage-free or free-range.

General Mills will work to transition 100% of the broiler chickens we buy in

the U.S. to meet a [higher standard](#) of animal welfare by 2024. Also by that year, we will use only breeds accepted by the [Global Animal Partnership](#) or the [Royal Society for the Prevention of Cruelty to Animals](#) and processed using multistep, controlled atmospheric stunning. We will ask suppliers to demonstrate compliance through certification or third-party auditing.

**Cows:** General Mills encourages all suppliers in our dairy supply chain to support industry-wide efforts that promote the humane treatment of cattle, including by addressing issues of pain relief due to dehorning, tail docking and castration. We support polled genetics breeding programs, an approach that has worked in the beef industry. Until dehorning is eliminated, we support best management practices such as procedure timing and use of analgesics and/or anesthetics.

All of the fluid milk we source in the U.S. for Yoplait comes from co-ops whose member farms operate in accordance with the standards of the National Milk Producers Federation animal care program (FARM). The program comprehensively addresses

LGBT Chamber of Commerce (NGLCC). Through these organizations and other industry groups, we benchmark, share best practices and network with prospective diverse suppliers.

Spending with diverse suppliers in North America increased 14% between fiscal 2017 and fiscal 2019,

reflecting ongoing integration of the program into the business.

Moving forward, we’re working to expand our program globally, with an initial emphasis on women. We’re also pushing deeper into our supply chain and collecting data about our suppliers’ spending with diverse businesses.

\*Data for fiscal 2017 and fiscal 2018 have been updated to reflect supplier certification according to requirements of respective advocacy organizations: NMSDC for minority-owned businesses, WBENC for women-owned businesses and NGLCC for LGBTQ+-owned businesses. Although some suppliers are certified in multiple categories of diversity, spending with those businesses is included in only one category in this table (with women-owned businesses as the primary category).

## Advancing animal welfare standards at EPIC

Our EPIC brand is committed to the belief that all ruminants should consume diets they were biologically intended to eat and roam freely outdoors. As a result, much of our beef, venison, wild boar, lamb and bison are raised on open pasture just as nature intended. We continuously strive to convert ranchers to this pasture-

based livestock model, and through our products, create financial incentives to help change agriculture. Through our sourcing, we support organizations devoted to improving animal welfare standards, such as The Savory Institute, The Global Animal Partnership, and The Marine Stewardship Council. [Learn more.](#)

### RUMINANTS



81% certified by USDA organic, GAP step 4+, Humane Certified, Animal Welfare Approved, or American Grassfed Association, or 100% grassfed

### PORK



100% certified by USDA organic, GAP step 1+, or Animal Welfare Approved

### POULTRY



93% certified by USDA organic, GAP step 3+, or Animal Welfare Approved

### EGGS



100% cage-free

dairy cow care, including standards for proper pain relief and disbudding, and a prohibition on the routine use of tail docking. The FARM standards are revised on a three-year cycle starting with a review by a technical committee composed of veterinarians and animal care experts.

**Pigs:** General Mills supports the humane treatment of pigs in our supply chain. This includes the development

and implementation of pregnant sow housing alternatives, which we recognize will take the industry time to achieve. In the meantime, we will favor suppliers that provide plans to create traceability and to end use of gestation crates within the U.S. pork supply chain. We’re also working to understand and address the issue of pain relief and potential elimination of castration and tail docking.



# People

Our goal is to foster a safe, inclusive and rewarding workplace where all employees can thrive.

## IN THIS SECTION

Human rights

Workplace safety

Ethics and compliance

Global inclusion

Employee engagement and development

**0.89**

Our global total injury rate was **0.89** injuries per 100 employees in fiscal 2019, significantly below food-industry averages.

**50%**

**50%** of professional positions and **35%** of company officer positions are held by women globally.

**80%**

Our overall employee engagement score\* reached **80%**, a **5%** increase from 2018.

\*Annual engagement survey of salaried employees, March 2019.



## Our approach

At General Mills, it's all about our people. We're proud of our efforts to create a safe and inclusive workplace whether you're at a *Cheerios* plant, a meeting at headquarters or out in the sales field. And because people are our greatest resource in building our business and upholding our values, we invest in them within and beyond our office walls.

**Governance:** Governance for our labor practices lies primarily within our Human Resources, Law and

Supply Chain organizations. At an operational level, the Human Resources organization leads key employee initiatives in partnership with company business leaders at multiple levels. Reflecting the importance of people to our business, General Mills employs a Director of Diversity and Inclusion and a Vice President of Engineering, Global Safety and Environment. At the board level, the Public Responsibility Committee maintains responsibility for issues related to labor practices.



## Awards and recognition

General Mills received numerous awards in 2019.\* Listed below is a sampling of the recognition, illustrating our commitment to being an employer of choice for all employees.

- 50 Best Large Companies to Work For, Comparably
- 50 Best Companies for Diversity, Black Enterprise
- 100 Best Corporate Citizens (No. 3), *Corporate Responsibility*
- Best Companies for Multicultural Women, Working Mother Media
- 250 Top Managed Companies, *Wall Street Journal*
- Top Companies for Executive Women, National Association for Female Executives
- 100 Best Companies, Working Mother Media
- Great Place to Work (select locations in Asia, Australia and Latin America)
- Military Friendly Employer, Victory
- World's Most Admired Companies, *Fortune*
- Top Employer (China)
- Best Places to Work for LGBTQ Equality, Human Rights Campaign
- Global 2000, World's Best Employers, *Forbes*
- America's Best Large Employers, *Forbes*
- Gold Halo Award Winner
- America's Most Responsible Companies (No. 1 in Consumer Goods), *Newsweek*

\*Recognition as of Dec. 31, 2019

# // Human rights

► Material issue | GRI 407-1, 408-1, 409-1

We believe that societies, economies and businesses thrive when human rights are protected. Respect for human rights is fundamental to our purpose of serving the world by making food people love and to our commitment to ethical business conduct.

## Our approach

Our [Policy on Human Rights](#) outlines our approach. We respect and acknowledge internationally recognized human rights principles. Within our company and throughout our supply chains, we are committed to treating people with dignity and respect.

To inform our approach in this area, we look to the [UN Guiding Principles on Business and](#)

[Human Rights](#), the [UN Universal Declaration of Human Rights](#), and the [International Labour Organization's 1998 Declaration on Fundamental Principles and Rights at Work](#).

The following also underpin our commitment to human rights:

- General Mills [Slavery and Human Trafficking Statement](#), our Workplace Standards and Ethical Sourcing Policy, our [Employee Code of Conduct](#) and our [Supplier Code of Conduct](#)
- Use of the Sedex Members Ethical Trade Audit (SMETA) protocol
- Endorsement of the [UN Global Compact](#)
- Signatory to the [UN Women's Empowerment Principles](#)

- Membership in [AIM-PROGRESS](#), a forum of consumer goods manufacturers focused on responsible sourcing
- Support for the Consumer Goods Forum's [Forced Labour Resolution](#) and [Priority Industry Principles](#)

## Governance

The Public Responsibility Committee of the General Mills Board of Directors oversees our work in this area. This committee meets three times annually and includes in its key duties and responsibilities review of the company's actions to advance its corporate social responsibility and sustainability strategies, plans and objectives. The committee annually reviews the company's efforts to

address risks of forced labor in our supply chain, approving a statement which is signed by the CEO and shared publicly on our website.

Operational accountability rests with the Chief Supply Chain Officer, supported by members of the leadership team including the Chief Executive Officer and heads of Legal and Human Resources.

**Public policy:** We actively engage in public policy discussions focused on protecting people and human rights. For example, we advocate for inclusive public policies and add our voice to help lead change, including for [inclusive U.S. immigration and LGBTQ+ policies](#). Learn more in the [Introduction](#) section of this report.



# Supporting human rights across our value chain

We work within a large, diverse value chain of partners and stakeholders. Each has a duty to respect human rights. General Mills expects our partners to adhere to ethical business conduct consistent with our own standards.

## Farmers

We work directly with smallholder farmers from whom we source ingredients to help strengthen their farming practices and their livelihoods, ensure safe and healthy working conditions and promote economic stability. See [Sustainable sourcing](#) for more detail.



## Suppliers

Our supplier base is large, complex and global. We address human rights through a multifaceted approach, including supplier assessments, audits and direct engagement. Our Supplier Code of Conduct is the backbone of our program. See [Supplier responsibility](#) for more detail.



## Employees

We are committed to maintaining a respectful, safe, secure and harassment-free workplace, demonstrating fair labor practices and fostering a culture of diversity and inclusion. See [Ethics and compliance](#) and [Global inclusion](#) for more detail.



## Communities

We are committed to providing safe and healthy food, and we collaborate to improve food access and security for the world's growing population. See [Increasing food security](#) for more detail.



# // Workplace safety

► Material issue: Employee health, safety and well-being | GRI 403-1, 2, 4

## Our approach

General Mills is committed to creating a Zero-loss Culture in all our locations by continually mitigating workplace hazards and reducing environmental impacts.

**Our goal:** Our goal is to provide incident-free workplaces for our employees, contractors and visitors. Our actions are guided by three safety principles:

- We lead with safety.
- Every incident is preventable.
- We are all accountable.

## Our progress

Historically, General Mills has a strong record of safety leadership. We continue to improve the safety of our operations:\*

- Our global total injury rate rose slightly to 0.89 injuries per 100 employees in fiscal 2019, up from 0.77 in 2018. Our ultimate goal is zero injuries and illnesses.
- Our global lost-time injury frequency rate was 0.40 per 100 employees in fiscal 2019, up from 0.38 in 2018.
- In fiscal 2019, there were zero fatalities.

Although results showed a slight increase in global total injury rate and lost-time injury frequency rate from the previous year, the fiscal 2019 rates remain significantly below food-industry averages. Increases were isolated to a few locations that experienced significant process and volume changes during the fiscal year.

\*Global incident data includes all General Mills owned/operated facilities, including Yoki and Yoplait International, Häagen-Dazs shops and global offices. Fiscal 2019 data does not include our Blue Buffalo business (acquired in April 2018); Blue Buffalo will be included in safety data reporting for fiscal 2020.



We gathered safety data from 195 tracked locations in fiscal 2019, 54 of which are production facilities and Innovation, Technology and Quality centers. Those 54 locations were the main focus of our safety improvement work. Safety highlights from those locations in fiscal 2019 include:

- 6 locations operated injury-free.
- 20 locations had a total injury rate (TIR) below 1.0.
- 11 locations reported zero lost-time injuries.

We continued reinforcing our safety systems, training and auditing programs in fiscal 2019:

- Standards - We continued development of advanced safety and environmental standards and have now initiated a global weekly direction-setting process to further operationalize key requirements and learnings.
- Measurement - We are now advancing our analytics by using our Global Safety Tracking and Environmental Management System (GSTEMS) to leverage leading indicator data in order to drive incident prevention. A new metric category was also added to track and respond differentially to incidents with serious injury or fatality (SIF) potential.
- Training - We completed the process of training regional site professionals on the safety aspects of our global work system.
- Auditing - We created a structured method for assessment of foundational safety and environment standards under our Zero-loss Culture strategy.

## Systems

We communicate safety information and measure progress using the following systems:

- We continue the process of phasing in a single, standardized Environmental and Safety Management System (ESMS) at our supply chain locations. Our focus includes applying our Zero-loss Culture strategy to our foundational health and safety standards to obtain uniform compliance and reduce risk worldwide.
- Through GSTEMS, we track safety data at all production facilities worldwide, document necessary actions to reduce future risks and communicate progress. Using GSTEMS, we monitor key measures such as:
  - ◆ Leading safety indicators, including compliance with internal standards, regulatory compliance and our safety observation contact rate - the percentage of employees whose safety behaviors are observed in a given time period



△ Our goal is to provide incident-free workplaces for our employees, contractors and visitors.

## Focusing on prevention

As part of our ongoing focus on prevention of serious injuries and fatalities (SIF), we monitor and track information about incidents with SIF potential within our Global Safety Governance Board, production facilities,

office locations and sales facilities. In fiscal 2019, we conducted external benchmarking about SIF prevention to help us design our strategy and apply differential effort around prevention of this category of incidents.

so coaching can be provided to help employees work safely.

- ◆ Advanced mitigations, which are critical to eliminating hazards and permanently mitigating risks across the company.

## Leadership and responsibility

- Our Global Safety Governance Board, composed of regional operating vice presidents, oversees safety leadership, structure, processes and actions.
- Senior-level responsibility for workplace safety lies with the Director of Global

Safety and Environment, who reports to the Vice President of Engineering, Global Safety and Environment. Our Corporate Safety Council is led by our Chairman and Chief Executive Officer, who is responsible for General Mills policy and safety culture. The council, which includes key members of the company's executive leadership team, reviews safety progress and key initiatives. The Council's focus is on growing safety culture in both manufacturing and nonmanufacturing locations.

- Workplace health and safety is the responsibility of line management and each individual employee. All employees are expected to work safely by following policies, procedures and training. Leaders are accountable for understanding and removing barriers to safe work that may be system-related.



# // Ethics and compliance

► Material issue | GRI 102-16, 17, 205-1, 2

## Our approach

General Mills is committed to conducting business in an ethical manner that upholds best practices, complies with regulations, demonstrates integrity, provides equal opportunity and supports fair labor practices.

Our comprehensive [Code of Conduct](#) and Ethics & Compliance program promote ethical behavior in all aspects of our employees' work. Our Code of Conduct describes the principles that govern our business conduct and points employees to policies and other resources to answer their questions.

Annually, our company leaders – from managers upward, more than 10,000 employees – must attest to compliance with our Code of Conduct and business conduct policies. This certification is evidence of our high expectations for ethical conduct in every aspect of our business.

## Program

**Ethics and compliance:** Our Ethics & Compliance program supports our value of doing the right thing all the time; employees are encouraged to speak up if something doesn't seem right or if they have questions about doing the right thing. The program includes extensive online resources and self-directed courses. Our courses and communications illustrate how our Code of Conduct and employee policies apply to our employees' day-to-day responsibilities. Our [Ethics & Compliance website](#) provides access to program resources – available in

10 languages – and employee policies are available in our employee Policy Center.

Our Ethics Line allows employees to raise questions or concerns confidentially and anonymously, where allowed by law. It is accessible globally by a toll-free phone call or online at [generalmillsethics.ethicspoint.com](http://generalmillsethics.ethicspoint.com).

**Anti-corruption:** We continue to strengthen our anti-corruption program. We assess risks in this evolving area, review program enhancements and apply best practices, including addressing third-party risks. For example, our [Supplier Code of Conduct](#) (found on our General Mills website) outlines our ethical expectations and is included in our contracts with business partners. We also screen higher-risk third parties for corruption risk. Internally, our anti-corruption program includes an anti-corruption/anti-bribery policy and online and live training modules for employees. In addition, we ask detailed questions related to corruption risk during each routine, in-depth business unit audit conducted by our Global Internal Audit team. Along with our anti-corruption assessments, we continually assess regulatory requirements, enforcement trends and industry best practices to update our Ethics & Compliance program.

**Training:** Using both in-person and online program modules, we train employees extensively on corruption risks and other business concerns, including conflicts of interest, competition law, protecting confidential information, preventing fraud and maintaining a respectful workplace.

More than 15,000 employees worldwide are enrolled in our online training courses. In addition, we supplement online training with face-to-face anti-corruption training in markets where there is a higher risk of corruption.

**Action:** All allegations of employee misconduct, including bribery and corruption, are promptly and thoroughly investigated in accordance with our ethics and compliance procedures and corporate policies. The Audit Committee of our Board of Directors reviews the investigation and resolution of these allegations. Upon completion of the investigation, our Ethics & Compliance group ensures appropriate disciplinary actions, including termination of third-party relationships, remediation steps and internal/external reporting.

## Equal opportunity

We believe every General Mills employee has the right to be treated fairly and deserves the opportunity to stretch and grow throughout their career.

**Policy:** To provide a comfortable and safe working environment for all employees, General Mills prohibits discrimination based on age, race, color, religion, sex, national origin, marital status, disability, citizenship, sexual orientation, gender identity or expression, military service or other characteristics protected by law. This equal employment opportunity policy applies to all employment practices and procedures, including compensation.

**Practices:** Everyone has the right to work without fear or intimidation. General Mills

does not accept abusive conduct or harassment – a policy made clear from an employee's first day of orientation. Employees are expected to report situations that compromise their ability to do their jobs. Formal channels are available for employees who seek advice or a solution, and our policies strictly prohibit retaliation against employees who express concerns. We manage our business operations so that employees feel they are being treated fairly and respectfully.

## Labor-management relations

Globally, General Mills is committed to providing workplaces that are among the safest production facilities in the world for all our union and nonunion production employees. In addition, we work to achieve full employee engagement as the foundation of our mutual success; strive to create a culture that champions respect and inclusion; offer competitive rewards; and implement clear health and safety practices. We maintain good relationships with our unions, and our labor contracts are typically settled on time and without work disruption.

**Measurement:** General Mills has established key metrics and measurement approaches to understand our performance as it relates to labor relations and a decent work environment. Examples include a refined performance management process, annual employee surveys and a clearly articulated Code of Conduct.



# // Global inclusion

▶ Material issue | GRI 405-1

## Our approach

**Our goal:** Our goal is to foster a culture of inclusion and belonging that allows all our employees to thrive. Ensuring diversity of input and perspectives is core to our business strategy.

We actively cultivate a culture that acknowledges, respects and values all dimensions of diversity – including gender, race, sexual orientation, ability, backgrounds and beliefs.

**Leadership:** We believe that leadership advocacy and support of our inclusion efforts are critical to creating the culture we strive to have. Each of our senior leaders is responsible for creating inclusion plans for their



△ General Mills Chairman and CEO Jeff Harmening publicly affirmed our commitment to global inclusion by signing the CEO Action for Diversity and Inclusion pledge to take measurable action in advancing diversity and inclusion in the workplace. Signing the pledge in 2018 was his first item of business as Chairman and CEO.

## General Mills global inclusion framework

**SOCIETAL INCLUSION:** Ensure our external impact is inclusive of diverse communities in our markets around the world through philanthropy, volunteerism and social good.

**CONSUMER INCLUSION:** Ensure our brands and products consider the needs of an increasingly diverse consumer and customer base around the world while creating consumer messages that are respectful of that diversity.

respective organizations and ensuring that their talent pipelines reflect the diversity of our consumer base. Our Chief Executive Officer and Chief Human Resources Officer review inclusion progress throughout the year, including during our senior-level talent reviews. Our management team also supports our inclusion efforts as sponsors of our employee networks, by recruiting and mentoring diverse employees, and ensuring diverse talent is represented in our leadership pipeline.

**Our strategy:** We continue to build upon our global inclusion strategy to enable greater levels of engagement with our employees around the world and drive growth with consumers and customers. This holistic approach to inclusion in all its forms is a driving force for how we lead, develop and



**WORKFORCE INCLUSION:** Ensure we recruit, retain, develop and advance a workforce that reflects the diversity of the consumers we serve in our markets around the world at all levels of the organization.

**CULTURAL INCLUSION:** Ensure an inclusive culture that encourages all employees around the world to share their unique perspectives and ideas in a safe and respectful environment.

grow as individuals and as a company. Our global inclusion framework focuses on four areas that will drive growth for the company – workforce inclusion, cultural inclusion, consumer inclusion and societal inclusion.

## Our progress

In 2019, we continued to reinforce our global inclusion strategy to ensure leaders communicate and reinforce it consistently across the organization and all employees understand it. Our actions included:

- Leaders across the company are talking about global inclusion, such as in employee town hall meetings, video presentations, etc.
- Our Manager Dialogue Toolkit, available in six languages, equips managers to

have conversations with their teams about the importance of inclusion.

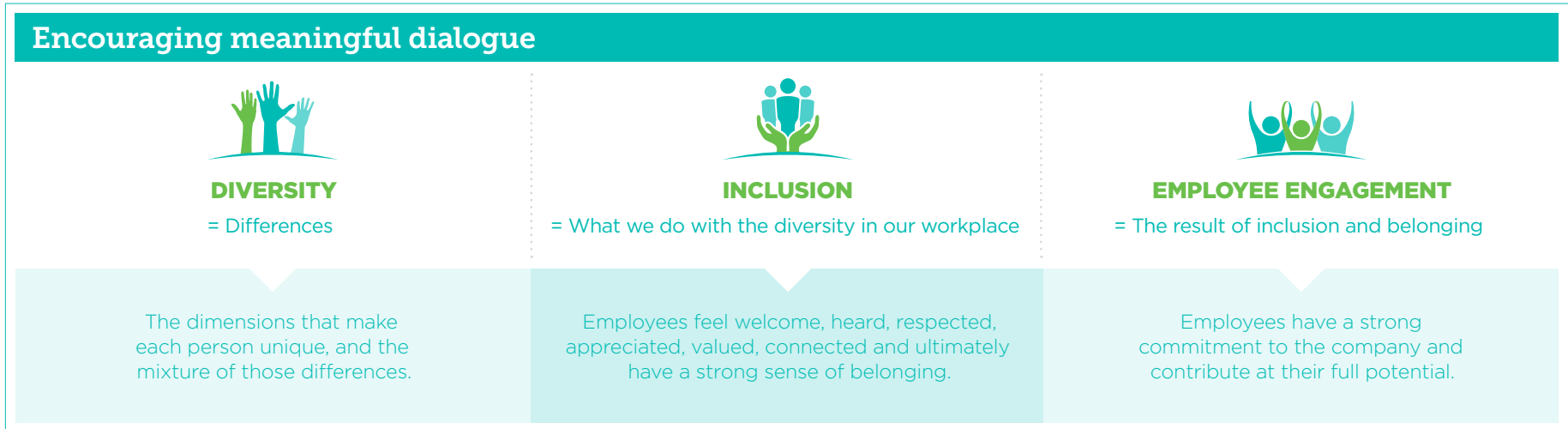
- Our global inclusion e-learning module was launched worldwide. As of November 2019, 93% of U.S. employees have completed the training. We continue to expand the training to employees globally – as of November 2019, more than 50% of employees globally have completed the module.\*



**93%** of U.S. employees\* have completed global inclusion e-learning training.

\*Includes salaried employees.





△ We developed a toolkit to help managers engage in meaningful dialogue with employees about diversity, inclusion and engagement.

### Workforce inclusion

**Unconscious bias:** In 2019, we continued our journey to tackle our unconscious biases that could negatively impact inclusion and our ability to retain a diverse workforce. We launched e-learning training in the U.S. in August 2019 focused on addressing unconscious bias. As of November 2019, 85% of employees have completed the training designed to help them better understand and mitigate unconscious bias within and outside of the workplace.

### Cultural inclusion

In 2019, we continued to advance a number of initiatives to further develop an inclusive culture that encourages all employees to share their unique perspectives and ideas in a safe and respectful environment.

**Employee networks:** General Mills has a long history of supporting employee networks that help build a

culture of belonging. These programs bring together colleagues to enhance employee engagement and provide opportunities for community building, networking, professional development and community outreach. Employee networks help us harness the power of diverse thinking, influence our business processes and allow for more transparent communication.

Members of our six employee networks support each other and reinforce our culture of inclusion. Our employee networks include:

- Women's Leadership Network
- Asian Leader Network
- Betty's Family Network (LGBTQ+)
- Veterans Network
- Black Champions Network
- Hispanic Network

**Courageous Conversations:** Now in its third year, our Courageous Conversations initiative brings together employees to

Workforce diversity*	
<b>Gender diversity</b>	
Total global workforce	46%
Global professional positions	50%
Total U.S. workforce	43%
Company officer positions	35%
Management team**	23%
Board of Directors	42%
<b>Racial/ethnic diversity</b>	
Total U.S. workforce	20%
U.S. professional positions	19%
Management team**	8%
Board of Directors	33%

\*Fiscal 2019 data.

\*\*Includes Chairman and CEO and direct reports (see [Management Team](#) page on generalmills.com).

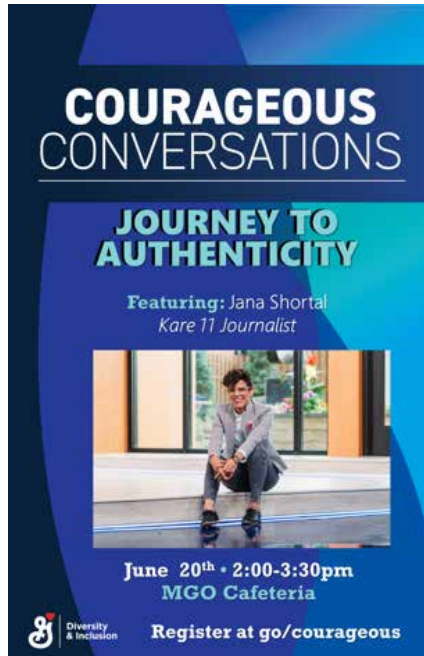
have candid discussions in a safe and supportive setting about important issues affecting our work and our lives. The conversations begin with a keynote speaker, followed by small group dialogues, each led by a trained General

Mills facilitator. The conversations are designed to build empathy, productive discourse and employee engagement.

These conversations take place globally in a variety of formats and settings, from large gatherings to smaller team



interactions. In 2019, we expanded the initiative to production facilities, sales business centers and online conversations. Since 2016, employees have participated in Courageous Conversations on a variety of topics, including immigration, Islamophobia, race, disability in the workplace, #MeToo, fitting in while LGBTQ+, unconscious bias, microaggressions and becoming an ally. In 2019, participation in Courageous Conversations grew to approximately 1,000 employees registered for each event.



△ In 2019, we invited several speakers to lead conversations with our employees on key topics. In February, professor and author Dr. Derald Wing Sue spoke about "The Macro Impact of Microaggressions" and in June, Minneapolis TV journalist Jana Shortal discussed her "Journey to Authenticity."

Role of employee networks in creating a more inclusive culture		
<p><b>ADVOCATE</b> Serve as a voice for inclusion representing internal and external stakeholders.</p>	<p><b>CONNECT</b> Create connections and a sense of belonging, improving engagement and retention.</p>	<p><b>RESOURCES</b> Provide resources for career advice, skill development, mentoring and sponsorship.</p>
<p><b>SOLUTIONS</b> Identify challenges and develop solutions to organizational barriers.</p>	<p><b>THOUGHT LEADERSHIP</b> Act as proactive change agents.</p>	<p><b>BUSINESS IMPACT</b> Provide perspective and guidance on product innovation and marketing.</p>

**Inclusion Contacts:** We know that small actions often make a big difference. To help drive inclusion every day, Inclusion Contacts are available to all employees. Generally used at the beginning of a meeting, these contacts create space for team members to share personal stories, experiences and perspectives, or may be used to educate and inform teams about events, celebrations and holidays. With an ever expanding

library, currently with more than 100 topics, we foster discussions in meetings around the company, building empathy and understanding each and every day.

### Consumer inclusion

Our brands and products consider the needs of an increasingly diverse consumer and customer base around the world while creating consumer messages that are respectful of that

diversity. In 2019, General Mills was a proud signatory to the Association of National Advertisers Alliance for Inclusive and Multicultural Marketing #SeeALL campaign. The #SeeALL campaign is an industry-wide movement to increase accurate representation of multicultural and inclusive segments in ads and programming. By prioritizing the use of cultural insights in the content, brands are better able to connect with consumers at the heart, thus maximizing corporate growth.

### Being an ally

After reading his essay on becoming an ally, we invited National Basketball Association (NBA) star Kyle Korver to join us for a Courageous Conversation about his journey. In August 2019, Korver shared his experiences and how they have shaped his allyship. Korver recognizes the privilege he has in being able to walk away from difficult conversations because they don't directly impact him - and the fact that others in his life with different identity traits don't have that choice. One of his greatest lessons? Our words matter.



△ After the conversation, we presented Korver with his own commemorative Wheaties box.



△ Honey Nut Cheerios involves consumers through the brand's Good Rewards program. Consumers use Snapchat lenses to select a charity, such as the Human Rights Campaign, to receive a donation from General Mills.



## Societal inclusion

We work to ensure our external impact is inclusive of diverse communities in our markets around the world through philanthropy, volunteerism and social good. For example, our Hispanic Network organized a General Mills presence at a Fiesta Latina gathering celebrating Hispanic culture in St. Paul, Minnesota, sponsored by CLUES (Comunidades Latinas Unidas En Servicio). General Mills volunteers handed out more than 10,000 product samples and 3,000 swag items. (See separate story on women’s empowerment.)

### Raising the Pride flag

In June 2019, we celebrated Pride Week in support of our LGBTQ+ community as part of our commitment to building a culture of belonging for every employee at work and supporting our LGBTQ+ employees within the broader community. The week’s activities began with the raising of the Pride flag at General Mills headquarters in Minneapolis, Minnesota, and continued with speakers and other activities, including a Pride Reception that brought together corporate leaders, activists and employees from across the community.



△ The ceremony raising the Pride flag at our headquarters was a partnership between our Betty’s Family Network and Veterans Network.



△ Employees assembled hygiene packs for The Bridge for Youth, a local charity for homeless teens, 40% of whom identify as LGBTQ+.

## Women’s empowerment

### United Nations Women’s Empowerment Principles

**PRINCIPLE**

1

Establish high-level corporate leadership for gender equality

**PRINCIPLE**

2

Treat all women and men fairly at work – respect and support human rights and nondiscrimination

**PRINCIPLE**

3

Ensure the health, safety and well-being of all women and men workers

**PRINCIPLE**

4

Promote education, training and professional development for women

**PRINCIPLE**

5

Implement enterprise development, supply chain and marketing practices that empower women

**PRINCIPLE**

6

Promote equality through community initiatives and advocacy

**PRINCIPLE**

7

Measure and publicly report on progress to achieve gender equality

Five years ago, General Mills made a commitment to advance the [United Nations Women’s Empowerment Principles](#), part of the UN Global Compact, to help achieve greater equality for women in the workplace, marketplace and community. These principles are designed to promote gender equality and women’s empowerment. We pledged to take action across all seven principles.

General Mills is empowering women across our business. Listed below are some of the ways we are taking action.

**PRINCIPLE**

1

**Leadership:** General Mills has a strong foundation of women in leadership roles,

dating back to the early 1900s. We are committed to developing our women employees into strong, confident leaders who uphold our company values and support each other.

**PRINCIPLE**

2

**Fairness and respect:**

We are committed to fair treatment for all employees. See details in the [Ethics and compliance](#) content earlier in this section of the report.

**PRINCIPLE**

3

**Health and safety:**

Our efforts to ensure the health, safety and well-being of all workers, regardless of gender, are detailed in our General Mills [Code of Conduct](#).

Our Zero-loss Culture strategy (see [Workplace safety](#) content for details) encompasses our commitment to provide incident-free workplaces for our employees, contractors and visitors. Health and safety is also one of the pillars of our responsible sourcing program, as outlined in our [Supplier Code of Conduct](#) (see [Supplier responsibility](#) content for details).



**PRINCIPLE**

4

**Training and development:**

We promote women's education, training

and professional development within our operations and supply chains. Examples include:

- Our Women's Leadership Network has chapters in Brazil, Canada, France, Germany, India, Ireland, Mexico, Spain, Switzerland, the U.K. and the U.S. that offer networking and development events.
- Our Women in Leadership organization advocates on behalf of women at all levels of the company to purposefully cultivate a pipeline of women leaders and a culture where women can thrive.
- Each year, we host a global International Women's Day with forums and events aimed at gender inclusivity.
- On a day-to-day basis, we offer women's mentoring circles, flexible work hours and 18-to-20-week paid maternity leave benefits.

**PRINCIPLE**

5

**Supply chain and marketing diversity:**

We work to empower women beyond our

workplace, including through our supplier relationships and marketing programs. Examples include:

- Our global [supplier diversity](#) program focuses on establishing and growing relationships with certified diverse suppliers, including women-owned businesses.
- Our [You Grow Girl](#) blog series amplifies the voices of female farmers from around the world.

- Our Yoplait business launched its [Mom On](#) campaign, standing up for moms and helping to disarm the judgment they face for the daily choices they make as mothers.

**PRINCIPLE**

6

**Community advocacy:**

We work with partners to help increase the economic resilience

of female farmers. For example, our support to NGO partners [CARE](#) in Côte d'Ivoire and Ghana and [Positive Planet](#) in Madagascar helps to empower female farmers and entrepreneurs in smallholder farming communities. Working with [Partners in Food Solutions](#), our employee volunteers provide input to food processors and millers in Africa to help them improve food safety and quality and expand their businesses, more than 30% of which are owned



△ General Mills works with partners around the world to empower female farmers, including through training in sustainable agricultural practices and support for village savings and loans that encourage entrepreneurship. Nancy Sammy, pictured above, is a cocoa farmer in Bremankwanopado, Ghana. With training provided by our partner, CARE, Nancy and other female farmers in her community have increased their incomes and now are able to send their kids to school. Learn more in the [Community](#) section of this report.



△ Our [You Grow Girl](#) blog series features female farmers.

and/or managed by women. Learn more in the [Community](#) section of this report.

**PRINCIPLE**

7

**Gender equality:**

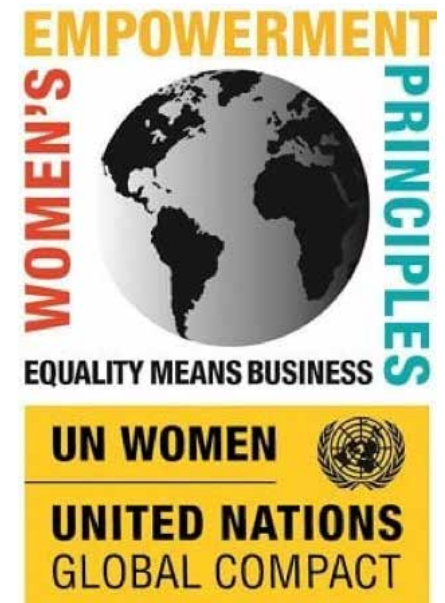
General Mills values all employees' contributions, and we are committed to gender

equality in the workplace. One important component of our commitment to gender equality is our commitment to pay



△ Yoplait's [Mom On](#) campaign speaks out in support of mothers.

equity. We regularly conduct thorough pay equity reviews, and we consistently see from this work that our pay systems and practices are fair and equitable among all employees without regard to gender, race or ethnicity. While we are proud of these results, we recognize that we can never become complacent. We remain committed to continuous improvement and expansion of this work.



# // Employee engagement and development

► Material issues: Employee recruitment & development; employee health, safety & well-being | GRI 404-2, 3, FP4

## Employee engagement

### Our approach

We know that engaged employees create value and drive business performance. We are working to build a more agile, engaged organization by listening to employees, taking action and measuring progress. We survey employees annually to measure five drivers of employee engagement: proud of my company, inspired by my leaders, connected to my team, supported by my manager and energized by my work.

Examples of our engagement initiatives include:

- Leader and employee development – Through our Engaging Leader initiative, we are helping leaders transform the way they support employees by focusing on key behaviors that drive engagement. We also provide tools and resources to help all employees lead, regardless of their position. (See related story about increased engagement on next page for details.)
- Listening – Senior leaders host monthly lunch sessions to hear from employees at our headquarters facility.
- Assessment – General Mills regularly surveys our employees to gather feedback. Our feedback cycle includes our annual Employee Engagement Survey, which is an in-depth review of a wide range of topics, and two Pulse Surveys. We use employee

feedback to improve our processes and strengthen our culture.

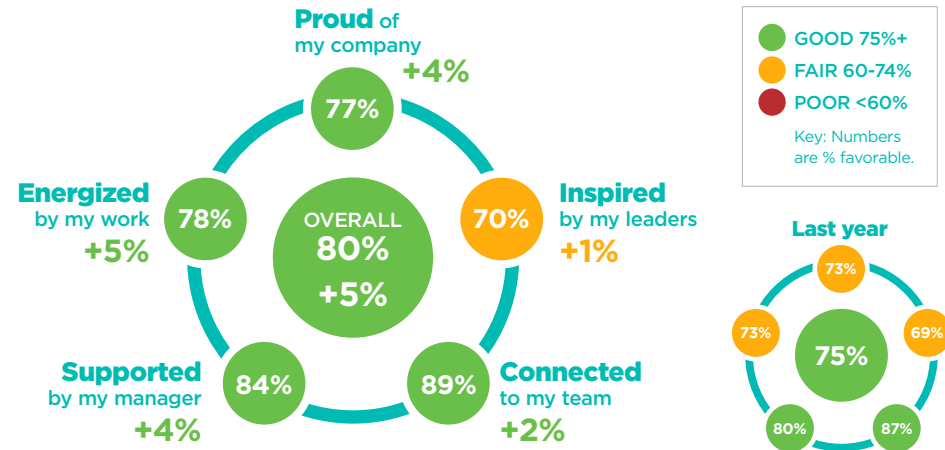
- Engagement Council – This cross-functional team helps ensure collaboration across the company to create an engaging workplace.
- Exchange social hours – These weekly events onsite at our headquarters locations provide employees with a convenient opportunity to strengthen team connections at the end of the workday in a casual setting.
- Clubs and groups – More than 20 employee clubs and more than 100 active Yammer groups (online social networks) enable employees to foster relationships, discuss shared interests and collaborate.

### Our progress

In fiscal 2019, employees provided feedback through three different surveys.



△ Approximately 150 dogs and 400 humans participated in our fourth annual Puppy Fest at General Mills headquarters, celebrating a common interest – love for our pets. It's one of the ways we build employee engagement.

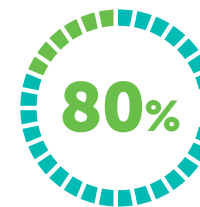


△ We saw broad employee engagement gains in fiscal 2019.

In March, 84% of salaried employees participated in our annual Engagement Survey that assesses our progress and helps us set plans for the coming year. In September and November, we conducted Pulse Surveys to gain deeper insights into focus areas for the organization and identify strengths and opportunities for managers' personal development.

We made strong progress in fiscal 2019, with notable improvement across all employee engagement areas. Results included:

- 90% of employees say they are proud to work for General Mills.
- We improved in each of our core drivers of employee engagement, as detailed in the graphic above.



**80%** of employees said General Mills is a great place to work.

- Our overall employee engagement score increased 5% overall to 80%.
- 80% of employees said General Mills is a great place to work.



## Increased engagement worldwide

### Increased listening through Pulse Surveys

In 2018, we heard from employees during our annual survey that they felt connected to their teams, proud to work at General Mills and supported by their managers. The survey also revealed that employees felt less confident in the company's ability to execute. As we focused on leveraging our strengths and improving our opportunities, it was essential to check progress more often, so we introduced two Employee Pulse Surveys to provide additional touchpoints in our feedback cycle. The first Pulse Survey focused on learning more about three of our Engaging Leader behaviors to best help us address our challenge to adapt more quickly:

- Apply appropriate effort – priority setting, understanding the level of effort required and shifting resources to the highest priorities

- Explicit understanding of how to work – role clarity and decision-making effectiveness across teams
- Encourage productive discourse – opportunities for leaders to do more to seek out different points of view and real-time feedback from all levels of the organization

Additionally, a second Pulse Survey helped managers of people identify their strengths and opportunity areas for all 12 Engaging Leader behaviors. This feedback was used as input for their individual development plan (IDP).

### Engaging Leader expansion

We continued to expand our Engaging Leader initiative to increase participation globally as the next step in our Engaging Leader Journey:

- Launched in 2017, Engaging Leader set out to transform the way our leaders support

employees and consistently live our values to drive performance and engagement. More than 90% of leaders participated in Engaging Leader development sessions across 22 countries, then put their learning into practice with their teams.

- Engaging Leader was expanded in 2018 to reach all leaders and employees with customized, employee-centric tools and interactive, on-demand training. These resources made it possible for every employee to lead regardless of their role, providing ideas for continuous improvement and helping leaders stay accountable.
- In 2019, we added worldwide Engaging Leader Forums and enhanced resources, tools and training to sustain our momentum. We placed special training focus on manager coaching – a key skill that accelerates the ability to be an Engaging Leader.

### Targeted development impact

Targeted Engaging Leader training, especially around our three focus areas, is paying off. We listened to employees, tracked progress and devoted additional development resources to help leaders execute on these behaviors around the world. There has been a direct impact from these efforts: Where we focused resources, we saw marked improvements. Gains in key Engaging Leader behaviors helped to drive up employee engagement overall.

We still have room for improvement. We will keep working to ensure all relevant voices and perspectives are heard.

## Development and training

### Our approach

We respect, develop and invest in our people. We have a long history of making employee development a key priority for the company. In order to attract and retain competitively superior talent, we develop all employees. General Mills provides a range of development opportunities at all stages of employees' careers through:

- New employee orientation and a 12-week onboarding process that includes weekly interactive learning and resources
- Hands-on experiences, including challenging work assignments and robust job rotations

- Guidance from others, including feedback from managers, mentors and peers
- Real-time learning resources for leaders and all employees
- Structured learning – offered both in person and online – including onboarding for new employees, professional development for all and leadership development

### Our progress

- We continued to expand our Engaging Leader initiative in 2019 to advance leader learning, development and engagement

across the company. (See story above for more details.)

- In 2019, we launched worldwide to new leaders of people a 12-month learning experience including in-person virtual cohort learning, topic-driven resources, and 360-degree feedback for assessment and development
- In 2019, employees expanded their use of GoLearn, our employee and leader development site. GoLearn provides a single point of access for all learning and development resources, including employee professional development, leader development, functional training and company-wide



△ We invest in development and training for all employees.

topics. The site provides real-time access to content on key topics in six languages. During 2019, there were more than 100,000 unique visits to the site by 14,000 employees.



■ We introduced differentiated learning through the Leadership Accelerator Program for people recognized as our most talented leaders with the potential to have the greatest impact. This program helps prepare people for making the transition from managers of teams to strategic operational/business unit roles, or helps senior leaders make the transition from operational/business unit roles to strategic enterprise roles. In addition

to broadening their skills, they participate in a cohort that learns together in a highly immersive and interactive manner to prepare them for broader roles in the near-term.

### Performance management

Each year, approximately 14,000 General Mills employees globally participate in our performance

management process. The process includes setting priorities, frequent check-ins and feedback, and a formal performance evaluation process. Employees also create individual development plans as part of the process, further helping to facilitate and encourage professional development and growth.

### Recognition

Our Champions Award celebrates outstanding achievements and leadership by individuals and teams at General Mills. Since the late 1980s, we have been recognizing award recipients who have overcome obstacles to deliver significant results for our business, our employees and our communities. Based on our Champions Award criteria, employees are recognized when they exemplify our core values – play to win, win as a team, act boldly and move quickly, grow

and inspire, and do the right thing all the time – and our Engaging Leader behaviors. Seventy-eight Champions Award winners were selected in 2019.

78 We recognized 78 employees as Champions Award winners in 2019.



△ Learning and development at General Mills.

## Employee benefits and well-being

### Benefits

**Our approach:** We're committed to providing employees with a work environment that encourages innovation, productivity and balance – and that helps every employee bring their unique self to work every day.

**Benefits:** Benefits vary by location. For example, in the U.S. we offer:\*

- Overall – Comprehensive medical and dental benefits to nonunion, U.S. employees and eligible dependents.

Employees are automatically enrolled in company-paid benefits, including life insurance, business travel accident insurance and short- and long-term disability.

- Financial planning – Retirement benefits, including a 401(k) savings program and financial coaching.
- Time off – Vacation, holidays, flexible work arrangements and leave benefits for all life stages, including up to two weeks of paid caregiver leave per year and 12-20 weeks paid parental

leave for new parents. (See story on next page for more details.)

### Other perks:

- Learning, developing and growing – Tools and resources to help employees expand and grow as professionals. See more details in the [Development and training](#) content.
- Giving back to the community – Volunteer opportunities and donation-match programs. Learn more in the [Community](#) section of this report.

- Talent referral – Bonuses for referring top talent to join the General Mills team.

[Learn more.](#)

### Employee well-being

**Our approach:** We believe that providing wellness opportunities for our employees and their families is crucial to upholding our company values.

**Our progress:** Now in its second year, our My Well-being program in the U.S. takes a holistic approach to

\*Benefits may vary for employees by location and other factors.



supporting many aspects of well-being. A sampling of our programs includes:

- **Physical** – We encourage good nutrition, offer employees healthy dining choices and programs at our facilities, and provide opportunities to increase physical activity.
- **Emotional** – Our LifeWorks Employee Assistance program helps build resilience through counseling, emotional support and referrals for U.S. employees and their families. We

offer a digital sleep program focused on helping those with troubled sleep get the resources and care they need. We also are evolving the way we approach mental health: We've started by adding digital ways to engage with counseling, support and resources to help reduce barriers and start breaking the stigma associated with mental health issues. Many locations also offer stress and resilience programs.

- **Financial** – We support the financial well-being of our employees by

providing them with competitive programs, resources, salaries and benefits. [Learn more](#). We also have financial wellness tools and resources that allow employees and families to get on track toward their short- and long-term financial goals.

- **Career** – We support our employees' career development with numerous opportunities for personal and professional growth, as well as resources to promote work life balance. [Learn more](#).

- **Social/community** – We help connect employees with community-based programs where they can volunteer, receive support and strengthen connections. In 2019, 83% of our employees worldwide volunteered in their communities. Learn more about our community engagement programs in the [Community](#) section of this report.

## Impact of expanded leave policy

In August 2018 we announced expanded employee benefits, effective Jan. 1, 2019 in the U.S., for every life stage, including:

- Enhanced maternal leave and parental leave for fathers, partners and adoptive parents.
- New caregiver leave, improved bereavement leave and short-term disability benefits.
- Expanded benefits eligibility to include domestic partners.

We made the decision to expand these benefits based on input from

employees, so we expected our people to use them. What we didn't anticipate was the widespread impact this extra time with family would have in the lives of our employees. We've since expanded leave policies beyond the U.S. to the U.K. and Australia, and employees in all three countries are seeing the benefit: Feedback indicates the additional time off is strengthening family bonds, allowing for critical caregiving activities, reducing the stress of major life transitions and removing financial barriers to taking time off.







# Community

Our aim is to support the well-being of people and planet through philanthropy and engagements that build strong and resilient communities.



## IN THIS SECTION

Food security and hunger relief

Regenerative agriculture

Hometown communities

**\$93 million**

We gave **US\$93 million** to charitable causes in fiscal 2019, including General Mills Foundation grants, corporate contributions and food donations.

**28 million**

Our product donations to food banks enabled **28 million** meals in 2019.

**83%**

**83%** of our employees worldwide volunteered in their communities.

## Our approach

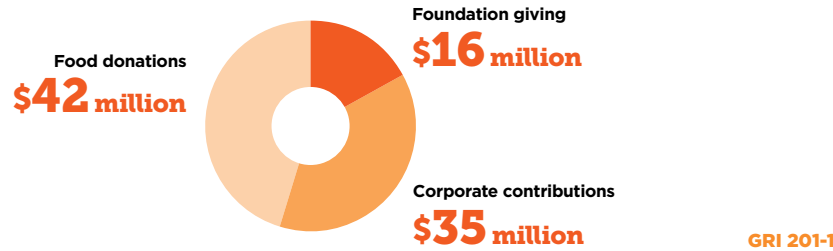
General Mills philanthropy ties closely to our company's purpose, core business and food systems knowledge. We partner in innovative ways with nonprofits to harness our collective impact in key areas, while engaging employees through volunteerism. In short, we work to harness the power of food for good.

**Leadership and governance:** General Mills philanthropy and community engagement programs are led by the Executive Director of the General Mills Foundation with support from program officers. The Foundation staff includes experienced specialists who lead and steward the company's philanthropy. In addition, employee councils located across our key global operating communities assist with local grant-making by helping to identify and recommend nonprofits to be considered for grants. General Mills philanthropy is governed by a Foundation Board of Trustees and a Corporate Contributions Committee that includes the company's CEO and leaders from human resources, law, finance, R&D, supply chain and sales functions.

## Fiscal 2019 corporate giving

# \$93 million

The amount we gave to charitable causes in fiscal 2019



### Global focus areas:

**Increasing food security** – expanding food access for families in need, alleviating hunger in communities.



**Advancing regenerative agriculture** – empowering growers, protecting habitat and conserving and regenerating natural resources.



**Strengthening hometown communities** – making meaningful impact in the communities where our employees live and work.



**Targeted impact:** To ensure General Mills giving is well informed and is making a difference by strategically

advancing solutions in our priority issue areas, we use an outcomes-focused philanthropic approach. Led by program officers on our philanthropy team and with input from internal and external subject matter experts, we leverage the evidence base to develop logic models and impact frameworks for each of our priority issue areas that clearly define the end outcomes (social and environmental) that we are targeting; the key activities and interventions that best support those outcomes; and the key measures we will use to assess our impact and progress along the way. (See the soil-and-watershed-health impact framework example.)

## IMPACT FRAMEWORK SPOTLIGHT: Soil and watershed health

We develop impact frameworks for each of our priority issue areas. Our focus on regenerative agriculture includes support for soil and watershed health.

**Why we invest:** We support the adoption of regenerative agriculture practices to advance the stewardship of soil and high priority watersheds so that these resources can sustainably meet the needs of the natural environment, people, community and industry for today and tomorrow.

### Targeted outcomes include:

- Increased adoption of regenerative agriculture principles and practices by farmers.
- Increased soil biodiversity and organic matter, leading to more resilient soils that can better withstand climate impacts and sequester carbon.
- Increased adoption of practices that improve and protect water quality and/or availability by industry, municipalities and other key water stakeholders.
- Increased knowledge of the long-term environmental impacts of regenerative agriculture among key audiences, including farmers and suppliers.
- Increased collaboration of stakeholders from multiple sectors.
- Increased policy changes for improved soil health practices incorporated into federal and/or state programs.
- Farmers see economic benefit to their investment in regenerative agriculture and watershed protection.



△ Our philanthropy work is strongly aligned with many of the United Nations' Sustainable Development Goals (SDGs), including goals 2, 5, 6, 12, 13 and 15.

# // Increasing food security ▶ Material issues: Food security; food waste | GRI 102-13, 40, 42-44, FP4

## Building food-secure communities

**Our approach:** We build food-secure communities by:

- Expanding food access – Together with our nonprofit partners, we take aim at food deserts and hunger in and around our hometown communities to ensure all members of the community have access to a wide range of affordable foods.
- Supporting surplus food recovery and redistribution – General Mills supports food banks in more than 30 countries, as well as other nonprofits in our key markets globally.

**Our goals:**

- Leverage philanthropic partnerships to help enable 30 billion meals for hungry people by 2030.
- Increase reliable food access for 10 million people who are struggling with food insecurity by 2030.
- Invest to expand the capacity of food bank networks across our key global markets so they can rescue and redistribute 10 billion pounds (4.5 million metric tons) of good surplus food per year by 2030.

**Our progress:**

- Our philanthropic partners and food donations enabled nearly 5.5 billion meals worldwide in 2019.
- Community food systems grant programs have been implemented



△ Ecosource, one of the community food systems grantees in Mississauga, Ontario, connects residents with a network of 10 community gardens tailored to local needs.

in three General Mills hometown communities – Minneapolis, Minnesota, Buffalo, New York, and Mississauga, Ontario – to increase affordable food access in underserved neighborhoods.

- Food banks in more than 30 countries were supported and strengthened by General Mills grants in partnership with [Global Foodbanking Network](#), [Feeding America](#) and [European Food Banks Federation](#).
- Our 2019 grants included support for new food bank networks in China and India.

Following successful implementation of community food systems grant programs in Minneapolis and Buffalo, during 2019 we partnered with United Way Greater Toronto to launch a new community food systems grant program in Mississauga, Ontario, home of our Canadian business

headquarters. This new program supports six local non-profit organizations that will connect Mississauga residents living in poverty with nutritious, culturally appropriate and affordable food.

We're focused on helping communities identify and address their own unique needs and assets and use local know-how to drive lasting solutions to food insecurity. For example, with philanthropic support from the General Mills Foundation, in 2019 our partners at the Academy of Nutrition and Dietetics Foundation published the [Prioritizing Food Security Solutions](#) toolkit, which



### What is food insecurity?

The U.S. Department of Agriculture defines food insecurity as a lack of consistent access to enough food for an active, healthy life. In 2018, over 37 million Americans – including 11 million children – were considered food-insecure.

gives communities resources to identify their most pressing challenges and inventory and assess community assets available to increase food security. In 2019, our partners at the Alliance to End Hunger released a [Self-Assessment Workbook for the Hunger-Free Communities Network](#) with General Mills support.

We also support the Congressional Hunger Center and its Emerson Hunger Fellowship Program, which trains and inspires new leaders in the movement to end hunger and poverty in the United States. In 2019, we enabled an [Emerson Hunger Fellow](#) to conduct her field placement in our headquarters community of Minneapolis, Minnesota, where she supported the Greater Twin Cities United Way.

### Tackling global hunger through food banking

General Mills supports the Global FoodBanking Network's Zero Hunger Food Bank Challenge aimed at strengthening the capacity of food banks to help achieve the UN Sustainable Development Goal 2 – eliminating hunger by 2030. [Learn more.](#)

## Rescuing good food

As a global food company, General Mills believes that food loss and waste\* are major environmental and economic challenges that undermine food security, contribute to climate change, unnecessarily consume natural resources, like water, and add more costs to families, communities and businesses alike. We take a broad approach to addressing food rescue, from reducing loss in our operations and collaborating across

the industry, to empowering food businesses in surplus food recovery, educating consumers on how to save food at home and engaging with communities worldwide. The General Mills Food Waste Action Team – composed of employees from global sustainability, philanthropy, supply chain, government affairs and environmental standards – collaborates to drive progress and identify new opportunities for impact.

### A multifaceted approach to rescue food



#### Operations

We closely monitor and manage our manufacturing processes to keep surplus food out of the waste stream. Surplus food from our operations is first offered to food bank partners to feed hungry people; the remainder is repurposed for animal feed or anaerobic digestion. In fiscal 2019, 4% of our total production was food waste, and only 1% of that went to landfills. In addition, 12 facilities (24% of the global total) met our zero-waste-to-landfill criteria in fiscal 2019.

We also work to reduce food waste in our office buildings. At our headquarters, we increased compost collection by 70% in fiscal 2019 compared to fiscal 2017 and reduced landfill waste by 30%.

See details in the Producing section.



#### Industry

We actively participate in industry, nonprofit and government groups focused on food loss and waste reduction as well as surplus food recovery, including AMERIPEN, the Food Waste Reduction Alliance, the Foundation for Food and Agriculture Research, the Grocery Manufacturers Association, the International Food Waste Coalition, ReFED (Rethink Food Waste Through Economics and Data) and the U.S. Food Waste Challenge.

We are part of an industry-wide effort to standardize food product date labels to improve clarity about quality and safety and reduce the amount of good food that's thrown away. As of November 2019, we have updated approximately 80% of our U.S. packages.



#### Food retailers

General Mills is committed to increasing surplus food recovery, especially among consumer-facing food businesses – grocery stores, restaurants and other food outlets. These organizations collectively account for 40% of all food waste, roughly 50 billion pounds (more than 20 million metric tons) per year in the U.S. alone.

During the past three years, our global investments in food recovery technology have empowered more than 30,000 retail and foodservice locations to participate in systematic food rescue.



#### Consumers

We educate consumers on ways to save food at home:

- General Mills promotes Save the Food, a U.S.-based campaign from the Natural Resources Defense Council and the Ad Council that provides tips on how to store, cook and save food.
- Since more than 40% of food waste happens at home, General Mills developed and launched the #tastenotwaste initiative on bettycrocker.com in 2018 and a follow-up #pantryraid challenge in 2019. These campaigns provided consumers with information on food waste and tips on how to reduce waste at home.



#### Communities

General Mills provides philanthropic support to leading nonprofits that makes it possible for food manufacturers, grocers, restaurants, distributors, trucking companies and other organizations to donate surplus food so it can be distributed to people in need.

- Our product donations to food banks enabled 28 million meals to nourish people across the world in 2019.\*\*
  - Our investments to scale the MealConnect platform helped recover more than 1.6 billion pounds of surplus food.
- See next page for more details.

### External engagement and recognition



We collaborate with other organizations to drive progress toward UN SDG Target 12.3 to halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains by 2030.



General Mills supports the Consumer Goods Forum's resolution on food waste.



General Mills was named by the U.S. Department of Agriculture (USDA) as a 2030 Food Waste & Loss Champion.



General Mills received the 2018 Citizens Award from The Corporate Citizenship Center for our leadership in food waste reduction.

\*General Mills defines food waste and loss within our operations as any food products that were intended for human consumption and are no longer able to be consumed by humans, including those waste streams that are instead diverted to animal feed. We also recognize the following distinction, according to the United Nations Food and Agriculture Organization (FAO): Food loss occurs along the food supply chain from harvest up to, but not including, the retail level; food waste occurs at the retail and consumption levels.

\*\*In addition to the 28 million meals enabled by General Mills food donations to nourish people, the company also donated nearly 2 million pounds of pet food to charitable partners.

## Leading on surplus food recovery

**Our approach:** To ensure no good food goes to waste and that the world's surplus food is used to nourish people, we are leveraging our philanthropy and food system expertise to catalyze a new era of surplus food recovery enablement.

Our efforts have resulted in grocery stores, restaurants and other food outlets around the globe gaining systematic food recovery solutions, so that their good surplus food can now be used to nourish hungry people, not end up in landfills. We take a collective impact approach to food waste reduction and food recovery, working with cross-sector coalitions and nonprofit organizations around the globe with a focus on scaling innovative new capabilities in surplus recovery and redistribution to charities.

### Our goals:

- Invest in food recovery networks and platforms to empower 50,000 food retailers in surplus food rescue by 2030.\*
- Donate General Mills surplus food to enable 250 million meals for food-insecure people by 2030.\*
- Enable 25 communities across North America to expand their surplus food recovery capacity through innovative approaches by 2021.

**Our progress:** In 2019, we achieved – and in some cases far exceeded – our 2020 goals:

- Our global investments in food recovery technology over the past

three years have empowered more than 30,000 retailers and food service operators worldwide to participate in systematic food rescue (exceeding our 2020 goal of 25,000 food retailers).

- The **MealConnect** food recovery platform created by Feeding America and funded by General Mills has been adopted by more than 50 food transport companies and has enabled more than 1.6 billion pounds of good, surplus food to be recovered and charitably redistributed, equal to more than 1.3 billion meals.
- Donations of General Mills surplus food enabled 28 million meals across the world in 2019.
- Twenty nonprofit innovators expanded their food recovery activities and impact in 2019 using grants from General Mills (exceeding our goal of supporting 10 community nonprofits to expand their food recovery capacity).

**Our partners:** Since food waste is an issue that affects the entire “farm-to-fork” continuum – impacting growers, families, communities, the environment and businesses – we engage with a wide variety of partners to advance our impact goals. Our partnerships include organizations that are centered on: strengthening the capacity, safety and efficiency of food banks worldwide; identifying and catalyzing innovative new food recovery solutions; and expanding the global knowledge base and insights about scalable, high-impact solutions to food waste and loss.

To accelerate systems change, General Mills supports the work of **ReFED**, a

nonprofit and think-and-do tank that works across sectors, regularly convening and connecting businesses, government leaders, environmental organizations, community nonprofits, researchers, investors and others committed to reducing food waste by sharing insights, aligning investments and actions, and collaborating to scale solutions.



We believe food banking is an effective solution that serves as a nexus between sectors to address food insecurity while also reducing food loss and waste at the community level. Food banks alleviate hunger while significantly reducing food waste in the communities they serve by recovering perfectly edible, nutritious foods – such as surplus dairy, fruits, vegetables, cereals and lean proteins – and redirecting that food to people in need. To advance and expand food banking worldwide, General Mills invests time, food and philanthropy year-round in leading food bank networks, including



△ Across Europe and Australia, General Mills and our employees support the Global Foodbanking Network, Food Bank Australia and the European Food Banks Federation and their members. Watch this video to hear how we are helping feed people who are facing hunger.

Feeding America, the **European Food Banks Federation (FEBA)** and the **Global Foodbanking Network**. For example:

- In the U.S., we partner with Feeding America, and we continue to invest to scale the MealConnect food recovery technology platform, which gives food donors like grocery stores, restaurants and cafeterias a streamlined way to transform their surplus into nourishing meals for food-insecure neighbors.



△ One component of the MealConnect food rescue platform is the connection with K-12 schools to redirect surplus food from cafeterias. In this video, see how Roseville Area Schools in Minnesota are using MealConnect to fight food waste and share extra food to make an impact on families facing hunger in their own backyard.

- In the U.K., General Mills provides philanthropic support to **FareShare**, which pioneered a retail food rescue technology platform called FareShareGO that has recovered 46 million pounds of surplus food to date and empowered thousands of retail locations in the U.K. with systematic food recovery capabilities, including Tesco, Asda and Waitrose stores.

\*From 2020 baseline.

## Advancing innovative food recovery models

Beyond food banks, General Mills is also helping to pilot and scale innovative approaches to expand surplus food recovery by supporting nonprofits that are developing alternative operating models for food rescue and redistribution.

In 2019 we announced the winners of our Food Recovery Champions program, which awarded US\$1 million in grants to nonprofits in Canada and the U.S. that are



serving their communities through novel methods of surplus food recovery:

- 412 Food Rescue (Pittsburgh, PA)
- Adelante Development Center, Inc. (Albuquerque, NM)
- Arkansas Hunger Relief Alliance (Little Rock, AR)
- Boston Area Gleaners (Waltham, MA)
- Charities Aid Foundation - Moisson Montreal (Saint-Laurent, Quebec - Canada)
- Charities Aid Foundation - Second Harvest Canada (Toronto, Ontario - Canada)
- Daily Table/Urban Food Initiative (Dorchester, MA)
- Food Finders, Inc. (Lakewood, CA)
- Food Forward (North Hollywood, CA)
- Food Rescue US Inc. (Norwalk, CT)
- Kitchens for Good (San Diego, CA)
- OneOC/Waste Not OC (Santa Ana, CA)
- One Percent to End Hunger/Chefs to End Hunger (Santa Fe Springs, CA)
- Re-Plate (Berkeley, CA)
- Rescuing Leftover Cuisine, Inc. (New York, NY)
- Rotary First Harvest (Seattle, WA)
- The SF Market (San Francisco, CA)
- SeaShare (Bainbridge Island, WA)
- Second Servings of Houston (Bellaire, TX)
- St. Francis Center (Los Angeles, CA)

### Food Recovery Champions targeted outcomes

- Increase quantity of surplus food recovered and redistributed
- Increase number of people served / benefiting
- Increase efficiency of food recovery
- Increase reliability of food distribution to community feeding agencies

## Reducing childhood hunger via school meals

**Our approach:** Knowing that schools can be one of the most powerful levers for increasing food and nutrition security among children, we work to improve and expand access to school meal programs around the world. School meals not only reduce childhood hunger and malnutrition, they also are shown to improve children's academic performance, reduce chronic absenteeism and improve social and health outcomes. Our nonprofit partners support school meals programs in Brazil, Canada, China, India, the U.K. and the U.S.

**Our goal:** Enable or improve 100 million school meals for youth at risk of hunger by 2020.

**Our progress:** Our philanthropy is connecting more children than ever before with school meals, ensuring they are nourished and ready to learn. Our support has enabled more than 674,000 children worldwide to access a nourishing school meal daily, resulting in 140 million meals a year. Examples include:

- **Brazil:** Our support for [Instituto Melhores Dias](#) in Brazil enables nourishing school meals and holistic school-based programs. Our support enables Instituto Melhores Dias to reach 124,000 children at 300 schools. General Mills employees also volunteer their time with Instituto Melhores Dias (see page 72 for details).
- **Canada:** [Breakfast Club of Canada](#) is the leading provider of school breakfast to Canadian children in need. Since 2012, our partnership with Breakfast Club of Canada has enabled over 14,000 children to gain daily access to a nourishing meal at school. General Mills employees also volunteer their time to serve meals with Breakfast Club of Canada (see page 72 for more details). Our support enables Breakfast Club of Canada to continue to provide nourishing school meals to children at clubs in nearly every province and territory, and raise awareness about child hunger in Canada.
- **China:** In 2019, we expanded our partnership with the [World Food](#)

[Programme \(WFP\)](#) to support preschool meals pilot programs in China. These programs will identify best practices for ensuring daily access to nourishing meals that deliver critical nutrition for early-childhood development, with potential for scaling up in the future.

- **India:** Since 2017, our partnership with [WFP](#) is enabling school and government officials in the Indian states of Uttar Pradesh and Odisha to nutritionally fortify school meals served to 420,000 students daily with essential nutrients, like iron and vitamin A, that students need to grow and thrive. At the same time, our partnership with the [Global Child Nutrition Foundation](#) is

helping to grow and scale effective school meals programs in India by sharing best practices and enabling peer-to-peer learning between leaders and stakeholders.



△ WFP is fortifying school meals in India.

■ **United Kingdom:** Our partnership with [Greggs Foundation](#) supports school breakfast clubs in high-poverty schools

across the U.K. Since our partnership launched in 2017, we've enabled nearly 5,000 students to gain daily access to a nourishing school breakfast.



△ U.K. students enjoying school breakfast supported by Greggs Foundation.

■ **United States:**

◆ In the U.S., through our partnership with the [Food Research & Action Center \(FRAC\)](#), we provide school

breakfast start-up grants and technical assistance to schools serving children from low-income households in and near General Mills communities to add or expand school breakfast programs. As of October 2019, our partnership with FRAC has



△ General Mills supports expansion of No Kid Hungry school meal programs in the U.S.

enabled nearly 30,000 students at 174 schools to gain daily access to a nourishing school breakfast.

◆ We've engaged with [No Kid Hungry](#) for a multiyear hunger-relief initiative focused on expanding school breakfast programs in the states and school districts with the greatest need and opportunity to increase breakfast participation among children at risk of hunger. In the 2018-2019 school year, our support for [No Kid Hungry](#) gave over 79,000 children daily access to a nourishing school breakfast, resulting in 13 million meals a year.

## What is the Breakfast Gap?

The "Breakfast Gap" refers to the difference between the number of children in the U.S. who could be accessing a free or reduced-price breakfast at school but are not - whether because their school doesn't offer breakfast, or the way breakfast is offered makes it difficult for kids to take advantage of breakfast programs. Nearly 3 million children nationwide are considered to be part of the Breakfast Gap, meaning they are not currently accessing a nourishing school breakfast. Fortunately, making breakfast part of the school day through Breakfast after the Bell programs is a proven approach for closing the Breakfast Gap and ensuring that every child at risk of hunger has daily access to a school breakfast.

### SCHOOL BREAKFAST IS A BIG DEAL



FOR KIDS WITHOUT FOOD AT HOME, STARTING THE DAY WITH BREAKFAST LEADS TO:

-  **HIGHER TEST SCORES**  
17% higher on standardized tests
-  **BETTER ATTENDANCE**  
An average of 1.5 more days per school year
-  **MORE LIKELY TO GRADUATE**  
20% greater chance of graduation



Source: "No Kid Hungry Starts With Breakfast," a research analysis by Deloitte

# // Advancing regenerative agriculture

► **Material issues: Farmer livelihoods; biodiversity; water stewardship / GRI 203-1, 2, FP4**

**Our approach:** We leverage philanthropy to advance regenerative agriculture practices and support the conservation of natural resources around the world. Aligned with our company’s broader sustainability goals and commitments, we invest in NGO-led programs and initiatives that increase farmers’ economic resilience, improve soil and water health and increase biodiversity through improved pollinator health and habitat. We believe these actions have a vital and sustaining benefit to society and the environment, while helping to ensure food producers will be able to sustainably feed a growing world for generations to come.

Our work to advance regenerative agriculture complements the efforts of our company’s supply chain and business teams to improve water stewardship, the health of ecosystems – including soil health, pollinators and biodiversity – and sustainable sourcing of ingredients. Learn more in the [Planet](#) section of this report. We also actively engage in public policy discussions to advance sustainability priorities – see related details in the report’s [Introduction](#) section.

**Our goals:**

- Improve the well-being of 30,000 people (farmers and their families) by 2030 in smallholder farming communities from which General Mills sources cocoa and vanilla.
- Support widespread adoption of regenerative agriculture best practices,

such as no-till farming and the use of cover crops, to improve soil health.

- Invest in water stewardship funds and coalitions to protect and restore at-risk watersheds.
- Support the engagement of farmers in programs to expand pollinator habitats and advance cutting-edge research to protect and restore pollinator health.

**Our progress:**

- **Smallholders** – We provided support to NGO partners [CARE](#) in Côte d’Ivoire and Ghana and [Positive Planet](#) in Madagascar to support smallholder farming communities to improve their livelihoods and farming practices, empower female farmers, establish farmer cooperatives, increase food and nutrition security, support youth education and prevent child labor. These efforts collectively reach more than 22,000 smallholder farmers and their family members. These efforts complement the collaborative work of our business teams and



△ See how support from General Mills and Positive Planet is helping vanilla farmers in Madagascar grow their businesses, diversify their diets and invest in their children’s education.

ingredient suppliers described in the [Planet](#) section of this report.

- **Soil health** – Working with farmers, scientists and conservationists – including the [Soil Health Academy](#), [Soil Health Partnership](#), [Soil Health Institute](#) and [The Nature Conservancy](#) – we have supported the scaling up of effective measurements to assess soil health and its environmental impact. Together, we have established more than 120 research sites across North America to evaluate the relationship between soil health and changes in farm yield, farmer economics, water quality and GHG emissions.



△ In this video, hear how farmers and The Nature Conservancy are working to expand use of sustainable practices to ensure healthy soil.

- **Water stewardship** – During 2019, our contributions supported water stewardship collaborations in four out of eight priority watershed regions. (See more details in the [Planet](#) section.) We work with [Sustainable Conservation](#) to advance water conservation practices on U.S. dairy and feed farms and with The

Nature Conservancy to examine and advance watershed health solutions in regions such as the Ganges River in the Indian state of Madhya Pradesh, the Rio Grande river valley in New Mexico and across California.

■ **Pollinators:**

- ◆ Through a multiyear initiative with the [Xerces Society for Invertebrate Conservation](#), we are supporting field biologist teams who partner with farmers to establish and expand pollinator habitats across key agricultural regions in the U.S. These philanthropically funded efforts complement the commitments made by our brands to support pollinator habitat – learn more in the [Planet](#) section.
- ◆ We support the [University of Minnesota Bee Lab](#) and its globally leading research to advance understanding of factors and risks impacting pollinator health and to share research findings in order to improve bee population health everywhere.
- ◆ In France, we support the work of [Observatoire Français d’Apidologie \(OFA\)](#), including bee research, advancement of pollinator habitat plantings and support for beekeeper education and training through their [European Beekeepers Network](#).



# // Strengthening hometown communities

GRI 413-1, FP4

**Our approach:** Just as we care about the communities where our ingredients are grown, we also care about the communities our employees call home. Around the world, we make a meaningful impact in our hometown communities through employee volunteerism and community giving. Our employees are General Mills greatest asset. Supporting local causes they are passionate about invigorates our employees and communities.

**Our goal** is to strengthen hometown communities by:

- Maintaining an employee volunteerism rate of 80% worldwide.
- Exceeding US\$2.5 billion in cumulative corporate charitable giving by 2020 to strengthen communities.
- Investing in General Mills hometown communities globally to help our local communities around the world grow and thrive.

**Our progress:**

- Worldwide, 83% of our employees report volunteering in their communities, sharing their time and talent in ways that serve both people and the planet.



△ In fiscal 2019, we provided US\$125,000 in grants to 25 food banks through our Hometown Hunger Heroes program, engaging nearly 200 employees.

- In fiscal 2019, we contributed more than US\$93 million in charitable giving worldwide.
- General Mills and our Foundation have provided more than US\$2.4 billion in cumulative giving to strengthen communities since our Foundation was established in 1954.\*
- We invested in over 50 global hometown communities with local grants during fiscal 2019.



WATCH VIDEO

△ Across Asia, Africa and Latin America, General Mills and our employees are making a difference – helping to ensure that our communities and the environment we depend upon can flourish for generations to come. Watch this video to see examples of what we’re doing in Brazil, China, Hong Kong, India, Madagascar, Mexico, Singapore and West Africa.

## Protecting bees in Spain

In Spain, through our hometown grants program, we support the work of Ecocolmena, a nonprofit organization that raises awareness about pollinator health, the responsibility to protect bees and how to support small beekeepers in the rural ecosystem. Our employees in Madrid regularly volunteer to help maintain Ecocolmena’s “Pollinator Island” habitat.



**50**  
We supported  
50 communities  
through local grants  
in 2019.

\*Since 1954, General Mills, Inc. and the General Mills Foundation have contributed more than US\$2.4 billion. This figure includes Foundation grants, Box Tops for Education™ giving, corporate contributions and the company’s global food donations.

## Employee volunteerism

**Our approach:** Empower our employees to apply their skills, expertise and passion to help their community.

**Our progress:** General Mills employees volunteer their time and talents in more ways than ever:

- Global Volunteer Week - From planting mangrove trees in Thailand to preparing meals for those in need in Australia, over 3,937 employees at 46 different locations in 17 countries raised their hand during our annual Global Volunteer Week to help strengthen our hometown communities around the world, giving a total of 6,637 volunteer hours.



△ In Thailand, employees collected rubbish and planted trees at a mangrove forest.



WATCH VIDEO 

△ See how employees around the world made a difference during our 2019 Global Volunteer Week.



△ Employees sorted potatoes for distribution at a local food bank.

- Nourishing students in Canada - Employees in Ontario prepare and serve breakfast to approximately 100 students every day of the school year at a public school in Mississauga. More than 40 employees participate - each person volunteers one hour every three weeks in groups of two or three people. In 2019 they served more than 16,400 breakfasts to hungry students, providing a nutritious start to the school day.
- Skills-based volunteerism:
  - ◆ Partners in Food Solutions - More than 500 General Mills employees have served as volunteers for this international NGO, founded by General Mills a decade ago, that is strengthening food security across Africa. (See story on page 74.)
  - ◆ General Mills employees across our marketing and consumer insights functions engage in skills-based volunteerism through our GoodWorks program. These employees give back to the community by leveraging their skills to help nonprofit organizations with marketing challenges. Since the program's inception in 2009, more than 254 volunteers have completed 56 pro bono projects through GoodWorks with rave reviews from the nonprofit organizations benefiting from their work.
- Pollinator habitat - Employee volunteers at 12 locations, including Brazil, Spain, Canada and the U.S., created pollinator habitat. For example:
  - ◆ 487 employees in North America created "pollinator hotels,"



△ Employees built "pollinator hotels" to provide nesting areas for bees.

which are a nesting area for pollinators such as Mason Bees and other small solitary bees.

- ◆ In Brazil, our employees worked in partnership with Instituto Melhores Dias and the NGO SOS Abelhas Sem Ferrão to establish beehives at schools in the communities of Cambará and Ribeirão Claro to rescue and provide shelter for four native stingless bee species, the main pollinators of Brazilian wildlife. The beehives are used to study bee behavior and educate children about the importance of bees for the maintenance of all life on earth.



△ In Brazil, employees helped students establish beehives.

## Disaster relief

**Our approach:** When disaster strikes in the communities where we operate, General Mills is ready to contribute in ways that provide relief and help these communities recover. Through financial grants and General Mills food

donations, we help to ensure that our disaster relief partners are resourced and equipped to help communities during their most urgent times of need.

**Our progress:** During fiscal 2019, our philanthropy in the wake of disasters

included nearly US\$500,000 in financial and in-kind donations to the American Red Cross, Feeding America and Good Rescue. General Mills cash and food donations during these times help to ensure that our

NGO partners are ready to help affected communities. Food banks are lifelines for communities recovering from disaster, providing immediate food access and extended support.



△ Employees at our World Headquarters in Minneapolis, Minnesota packed emergency relief kits for Feeding America's Disaster Preparedness program so they're ready to help those affected by future natural disasters.

## Employee giving

At General Mills, we serve the world by making food people love, but that's not the only way. We also serve by harnessing the **power of food for good**.

Employees in North America and India participate in the General Mills Foundation's gift matching program, which offers a US\$1,000 match when they give to their favorite charities.

In addition to giving financially, employees globally are encouraged to share their time and talent by taking part in activities that will help people and pets in need in their community.

### Blue Buffalo provides food for pets displaced by Hurricane Dorian

After Hurricane Dorian struck the Bahamas causing catastrophic damage, more than 70,000 people and their pets were left homeless. Hundreds of pets were evacuated until they could be reunited with their owners. Blue Buffalo donated a truckload of food (38,000 pounds) to a Feeding America member food bank in Fort Pierce, Florida to feed displaced pets being cared for by local pet rescue organizations.



### Box Tops for Education

**Our approach:** Box Tops for Education™ is a fully digital program operated by General Mills that provides funds for participating U.S. schools, which can be used for supplies and other priorities.

**Our progress:**

- US\$913 million provided through Box Tops for Education since the program began in 1996.

- US\$31 million earned by U.S. schools during the 2018-2019 school year.

- 25 million households participating.
- 70,000 U.S. schools benefiting from the program.



## Partners in Food Solutions

Partners in Food Solutions (PFS) and its partner companies are committed to improving food security, nutrition and economic development in Africa. Founded by General Mills in 2008 and now an independent nonprofit organization, PFS links the technical and business expertise of volunteer employees from General Mills and other food companies with high-potential food processors and millers across 11 African countries.

**Partners:** The work of PFS is supported by six corporate partners: General Mills, Cargill, DSM, Bühler, The Hershey Company and Ardent Mills. Collectively, these companies have nearly 700 years of food know-how and tens of thousands



△ PFS volunteers work with clients on a variety of projects – everything from process engineering to package design to accounting.

of employees whose expertise and wisdom can help advance the African food landscape.

PFS also works with other notable organizations like TechnoServe, funded by USAID and the Bill & Melinda Gates Foundation, and impact investors such as Root Capital and Grassroots Business Fund to support African food processors and mills.

**Impact:** PFS results since 2008 include:

- More than 1,500 early-stage food companies received support and training to help improve food safety and quality and improve their businesses.
- Serving food processors and millers in 11 countries: Côte d'Ivoire, Ethiopia, Ghana, Kenya, Malawi, Nigeria, Rwanda, Senegal, Tanzania, Uganda and Zambia.
- 31% of PFS client businesses are owned and/or managed by women.
- 100,000 hours were contributed by 1,100 volunteers from the six supporting companies.



△ Madison Barre, who works in food safety for General Mills, traveled to Malawi to help improve quality management at Valid Nutrition, a maker of ready-to-eat foods for treating malnutrition.



△ Learn more about how General Mills is working with Partners in Food Solutions to improve food security and nutrition in Africa.

### European team supports Ugandan company

A team of General Mills employees from France, Spain, Switzerland and the U.K. spent six months volunteering to support PFS client Golden Bees Ltd. in Uganda. Golden Bees provides a wide range of beekeeping products and services, such as packaging and processing honey sourced from more than 2,000 local beekeepers. Through regular project

calls and WhatsApp discussions, the European team helped Golden Bees improve inventory management, develop a quality management system and a mini lab, and improve use of a computerized accounting system. We recognized this team with a General Mills Global Volunteer Award in 2019.



△ These employees from Golden Bees Ltd. in Uganda received support from a General Mills team in Europe.

### General Mills receives Halo Award for work with PFS

General Mills was named the 2019 Gold Halo Award winner in the category of Best Employee Engagement-Skilled Volunteering Initiative for its founding partnership and continued impact to support African food companies with PFS. The

Halo Awards, presented by Engage for Good, are North America's highest honor for corporate social initiatives and cause marketing; they showcase successful consumer engagement and employee engagement efforts.



# APPENDIX

## Environmental data summary (wholly owned or controlled production facilities globally)\*

<i>In thousands, except rate data</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Energy usage rate (GJ/metric ton of product) <b>GRI 302-3</b>	1.92	1.92	1.90	1.89	1.88	1.87	1.86	1.91	1.89	1.89
Energy usage (GJ) <b>GRI 302-1</b>	9,565	9,367	8,875	10,537	10,526	10,358	10,124	9,787	9,051	9,287
Direct energy usage by primary source (GJ)	5,435	5,265	4,892	5,910	5,979	5,889	5,672	5,629	5,056	5,273
Fuel oil (GJ)	85	79	81	84	52	32	35	67	51	40
Natural gas (GJ)	4,979	4,863	4,560	4,988	5,083	5,072	4,947	4,848	4,474	4,765
LP gas (GJ)	62	15	10	105	98	53	85	95	97	99
Solar panels (GJ)	0	0.30	0.44	0.43	0.44	0.42	0.47	0.52	0	0
Cogeneration electric (GJ)	98	91	64	64	73	59	65	18	5	2
Cogeneration steam (GJ)	204	188	110	142	161	162	117	91	6	3
Biomass (GJ)	8	29	67	527	513	511	423	458	404	343
Purchased steam (GJ)									15	15
Biogas (GJ)									3	6
Indirect energy usage (electricity) (GJ)	4,129	4,102	3,983	4,627	4,547	4,469	4,452	4,205	3,994	4,014
International (GJ)	498	506	540	1,177	1,100	1,057	1,052	931	891	554
North America (GJ)	3,631	3,596	3,444	3,450	3,447	3,412	3,399	3,274	3,103	3,130
Energy usage, by region										
International (GJ)	945	966	1,022	2,587	2,498	2,407	2,382	2,202	2,075	1,991
North America (GJ)	8,620	8,401	7,852	7,945	8,015	7,952	7,742	7,585	6,976	7,296
GHG emissions rate (metric tons CO <sub>2</sub> e/metric tons of product) <b>GRI 305-4</b>	0.204	0.206	0.206	0.181	0.173	0.171	0.162	0.165	0.16	0.16
GHG emissions (Scopes 1 and 2)** (metric tons CO <sub>2</sub> e)	1,017	1,006	961	1,013	965	945	882	831	778	785
Scope 1 (metric tons CO <sub>2</sub> e) <b>GRI 305-1</b>	285	273	251	281	284	277	265	254	267	274
Fuel oil (metric tons CO <sub>2</sub> e)	5	5	5	5	4	2	2	4	4	3
Natural gas (metric tons CO <sub>2</sub> e)	277	267	246	270	274	271	258	245	223	236
LP gas (metric tons CO <sub>2</sub> e)	4	1	1	6	6	3	5	5	5	6
Purchased steam (metric tons CO <sub>2</sub> e)									2	2
CO <sub>2</sub> for processing (metric tons CO <sub>2</sub> e)									33	27
Scope 2 (metric tons CO <sub>2</sub> e) <b>GRI 305-2</b>	732	733	710	732	681	668	616	576	511	511***
GHG emissions from renewables (not in Scope 1 or 2)	0	1	3	44	48	48	40	43	38	32
GHG emissions, by region										
International (metric tons CO <sub>2</sub> e)	87	91	95	143	132	127	124	117	115	98
North America (metric tons CO <sub>2</sub> e)	930	915	866	870	833	818	757	714	663	687
Water withdrawal rate (cubic meters/metric ton of product)	2.19	2.11	2.14	2.90	2.79	2.86	3.16	2.99	2.85	2.66
Water withdrawal (cubic meters) <b>GRI 303-1</b>	10,800	10,300	10,000	16,200	15,800	15,800	17,400	15,100	13,604	12,950
Groundwater (cubic meters)	NA	2,000	1,800	7,800	7,100	7,200	6,400	6,400	5,772	5,381
Municipal (cubic meters)	NA	8,300	8,200	8,400	8,700	8,600	11,000	8,700	7,832	7,570
Solid waste generation rate (metric tons/metric ton of product)	0.037	0.037	0.034	0.034	0.033	0.035	0.043	0.045	0.065	0.062
Solid waste (metric tons)	183	178	159	190	186	193	233	228	309	292
Percentage of owned production facilities that achieved zero waste to landfill**** (%)	N/A	N/A	N/A	12%	16%	17%	12%	14%	20%	24%

\*Data in this table is reported on a June - May basis (through May of the year noted). Energy usage, GHG emissions, water withdrawal, and solid waste generation absolute and rate data are from wholly owned or controlled production facilities globally and reflect our footprint in that fiscal year. Past fiscal years have not been adjusted for acquisitions or divestitures. Solid waste data in this table is from production and excludes waste associated with construction as well as nonproduction activities such as new product trials. Some segments do not add up to total, due to rounding. Some data are restated compared to reporting in prior years to reflect improvements in data gathering and tracking methodologies. Beginning in 2013, data reflects the acquisition of Yoplait and Yoki. Yoplait solid waste data for 2013 and 2014 and all Yoki data for 2013 and 2014 were estimated. Beginning in 2017, data reflects the acquisition of Carolina. Beginning in 2019, GHG emissions, energy usage, and water withdrawal data reflects the acquisition of Blue Buffalo Pet Products, Inc., completed in April 2018.

\*\*Scope 1 and 2 GHG emissions data were calculated using the location-based method. These data were externally verified for 2010 and 2015-2019, by Bureau Veritas.

\*\*\*Using market-based calculations. Scope 2 GHG emissions for 2019 equaled 337,000 metric tons CO<sub>2</sub>e. Market-based calculations include the application of RECs and European Residual Mix Factors.

\*\*\*\*These facilities sent no waste to landfill or incineration without energy recovery. Data includes facilities that were operating at the end of the relevant fiscal year. For years prior to 2013, General Mills did not report this data.

## Greenhouse gas emissions GRI 305-1, 2, 3

GHG emissions across the value chain by scope* (metric tons CO <sub>2</sub> e)					
Value chain phase	2019				2010 total
	Scope 1	Scope 2	Scope 3	Total	
Agriculture and transformation	0	0	7,970,000	7,970,000	8,980,000
Packaging supply chain	0	0	1,210,000	1,210,000	1,360,000
Producing**	274,000	337,000***	579,000	1,190,000	1,540,000
Shipping	3,530	0	1,530,000	1,540,000	1,550,000
Selling	23,000	75,000	660,000	756,000	907,000
Consuming	0	0	2,640,000	2,640,000	3,540,000
<b>Total</b>	<b>301,000</b>	<b>413,000</b>	<b>14,600,000</b>	<b>15,300,000</b>	<b>17,900,000</b>

\*Some segments do not add up to total due to rounding.

\*\*Data in the [Environmental data summary](#) are from wholly owned or controlled production facilities globally. The data in this table include those locations as well as other wholly owned or controlled facilities globally (such as offices and Häagen-Dazs shops) as well as fleet vehicles.

\*\*\*This data is calculated using the market-based method.

**Methodology:** We work with Quantis to calculate our global GHG emissions footprint each fiscal year, following the guidelines of the GHG Protocol Corporate Accounting and Reporting Standard. This footprint covers our complete value chain, from the farms that grow our ingredients to consumers who use our products.

We work to continually update our methodology, visibility and accuracy, and update results as appropriate each year. Data reported for 2010, 2018 and 2019 reflect the acquisition of Blue Buffalo Pet Products, Inc., completed in April 2018 (Blue Buffalo data for 2010 and 2018 are estimated). Data for 2010, 2018 and 2019 also reflect improved calculations of consumer food waste (which increased GHG emissions) and consumer trips to the store (which decreased GHG emissions). Scope 1, 2 and 3 data for 2019 in this table were externally verified by Bureau Veritas.

## Workforce and governance data summary GRI 102-8, 405-1

Workforce by region and gender*		
	Female	Total
Africa	0	1
Asia	7,072	12,533
Australasia	137	261
Europe	1,575	4,054
North America	7,417	16,792
South America	1,538	5,029
<b>Total</b>	<b>17,739</b>	<b>38,670</b>

\*Data as of May 31, 2019.

Workforce by employment type and gender*				
	Female		Total	
	Full-time	Part-time	Full-time	Part-time
Apprentice	66	31	131	60
Casual	2	1,483	3	1,921
Intern	37	4	63	6
Regular	11,725	3,970	29,611	5,989
Seasonal	60	5	155	16
Temporary	234	122	516	199
<b>Total</b>	<b>12,239</b>	<b>5,615</b>	<b>30,479</b>	<b>8,191</b>

\*Data as of May 31, 2019.

Board of Directors diversity (% of total)*	
Male	58%
Female	42%
Black	17%
Asian	0%
Hispanic	17%
Native American/American Indian	0%
Age 50+	100%

\*Represents board composition as of May 26, 2019.

## Workforce benefits GRI 401-2

Highlights of the benefits offered by General Mills*	
Pay	Employees earn a competitive salary and annual bonus when they meet our ambitious goals. Salaries are reviewed each year, with increases based on performance and the market value of the position. Annual cash bonuses are based on performance (individual, company and, in some cases, business unit).
Health benefits	General Mills offers employees and eligible dependents medical, dental and vision plans starting on the first day of employment.
Retirement and savings plans	General Mills offers tools and resources to manage current and future savings goals. Eligibility for General Mills' 401(k) Plan starts on the first day of employment. Employees can access free, confidential education on managing money, college and tax savings, and more.
Stock options and ownership	Company stock is available in the 401(k) Plan. Our voluntary stock purchase program allows another ownership opportunity. Annual stock option grants are available to some management-level employees.
Insurance	Life, long-term care, legal, and auto and homeowners insurance is available, plus company-paid short- and long-term disability insurance.
Education assistance	Loans and scholarship opportunities are available for employees and family members, plus reimbursement for job-related courses. Employees may be eligible for an unpaid leave of absence to further their education.
Flexible work	We offer telecommuting, flextime and part-time arrangements where business conditions allow.
Parenting benefits	General Mills offers maternity leave benefits to birth mothers and also offers parental leave benefits for fathers, partners and adoptive parents.
Credit Union	Employees and their families are eligible for complete banking and financial services from the General Mills Federal Credit Union, established in 1935.

\*Benefits may vary for employees by location and other factors.

## Global Reporting Initiative index\*

Disclosure	Location/comments	UN SDGs	Disclosure	Location/comments	UN SDGs	
<b>GRI 102: General Disclosures</b>			<b>GRI 102: General Disclosures (cont.)</b>			
<b>Organizational profile</b>			<b>Governance (cont.)</b>			
102-1	Name of the organization	2019 10-K	102-21	Consulting stakeholders on economic, environmental, and social topics	GeneralMills.com/Investors 16	
102-2	Activities, brands, products, and services	Introduction, 2019 10-K	102-22	Composition of the highest governance body and its committees	GeneralMills.com/Investors 5, 16	
102-3	Location of headquarters	2019 10-K	102-23	Chair of the highest governance body	GeneralMills.com/Investors 16	
102-4	Location of operations	GeneralMills.com/Company/Countries	102-24	Nominating and selecting the highest governance body	GeneralMills.com/Investors 5, 16	
102-5	Ownership and legal form	2019 10-K	102-25	Conflicts of interest	GeneralMills.com/Investors 16	
102-6	Markets served	GeneralMills.com/Company/Countries	102-26	Role of highest governance body in setting purpose, values, and strategy	Introduction, Planet	
102-7	Scale of the organization	2019 Annual Report	102-28	Evaluating the highest governance body's performance	GeneralMills.com/Investors	
102-8	Information on employees and other workers	Appendix	8	102-29	Identifying and managing economic, environmental, and social impacts	GeneralMills.com/Investors, Introduction 16
102-9	Supply chain	Introduction, Planet	102-30	Effectiveness of risk management processes	GeneralMills.com/Investors, Introduction	
102-10	Significant changes to the organization and its supply chain	2019 Annual Report	102-31	Review of economic, environmental, and social topics	GeneralMills.com/Investors, Introduction	
102-11	Precautionary Principle or approach	Planet	102-32	Highest governance body's role in sustainability reporting	Introduction	
102-12	External initiatives	Introduction, Planet, Community	102-33	Communicating critical concerns	GeneralMills.com/Investors	
102-13	Membership of associations	Introduction, Planet, Community	102-34	Nature and total number of critical concerns	2019 Proxy Statement	
<b>Strategy</b>			102-35	Remuneration policies	2019 Proxy Statement	
102-14	Statement from senior decision-maker	CEO letter, 2019 Annual Report	102-36	Process for determining remuneration	2019 Proxy Statement	
102-15	Key impacts, risks, and opportunities	2019 10-K	102-37	Stakeholders involvement in remuneration	GeneralMills.com/Investors 16	
<b>Ethics and integrity</b>			<b>Stakeholder engagement</b>			
102-16	Values, principles, standards, and norms of behavior	Introduction, People	16	102-40	List of stakeholder groups	Introduction, Planet, Community
102-17	Mechanisms for advice and concerns about ethics	People	16	102-41	Collective bargaining agreements	Approximately 34% of U.S. production employees are covered by CBAs. 8
<b>Governance</b>			102-42	Identifying and selecting stakeholders	Introduction, Planet, Community	
102-18	Governance structure	GeneralMills.com/Investors				
102-19	Delegating authority	Introduction				
102-20	Executive-level responsibility for economic, environmental, and social topics	Introduction				

\*Using GRI 2016 Sustainability Reporting Standards. Reporting disclosures may not be applied fully for all Standards.

## Global Reporting Initiative index (cont.)

Disclosure	Location/comments	UN SDGs	Disclosure	Location/comments	UN SDGs	
<b>GRI 102: General Disclosures (cont.)</b>			<b>GRI 200 Economic Standards Series (cont.)</b>			
<b>Stakeholder engagement (cont.)</b>			<b>GRI 201: Economic Performance (cont.)</b>			
102-43	Approach to stakeholder engagement	Introduction, Planet, Community	201-2	Financial implications and other risks and opportunities due to climate change	Planet, CDP - Climate Change Disclosure 13	
102-44	Key topics and concerns raised	Introduction, Food, Planet, Community	201-3	Defined benefit plan obligations and other retirement plans	2019 10-K	
<b>Reporting practice</b>			<b>GRI 203: Indirect Economic Impacts</b>			
102-45	Entities included in the consolidated financial statements	2019 Annual Report	203-1	Infrastructure investments and services supported	Planet, Community 2, 5, 7, 9, 11	
102-46	Defining report content and topic boundaries	Materiality section of Introduction	203-2	Significant indirect economic impacts	Planet, Community 1, 2, 3, 8, 10, 17	
102-47	List of material topics	Materiality section of Introduction	<b>GRI 204: Procurement Practices</b>			
102-48	Restatements of information	Appendix - Environmental data summary	204-1	Proportion of spending on local suppliers	Planet 12	
102-49	Changes in reporting	Introduction	<b>GRI 205: Anti-corruption</b>			
102-50	Reporting period	Introduction	205-1	Operations assessed for risks related to corruption	People 16	
102-51	Date of most recent report	Apr-19	205-2	Communication and training about anti-corruption policies and procedures	People 16	
102-52	Reporting cycle	Annual	<b>GRI 300 Environmental Standards Series</b>			
102-53	Contact point for questions regarding the report	Introduction	<b>GRI 301: Materials</b>			
102-54	Claims of reporting in accordance with the GRI Standards	Introduction, Appendix - GRI Index	301-2	Recycled input materials used	Planet	
102-55	GRI content index	Global Reporting Initiative index	301-3	Reclaimed products and their packaging materials	Planet	
102-56	External assurance	Introduction	<b>GRI 302: Energy</b>			
<b>GRI 200 Economic Standards Series</b>			302-1	Energy consumption within the organization	Planet, Appendix - Environmental data summary 7, 8, 12, 13	
<b>GRI 201: Economic Performance</b>			302-2	Energy consumption outside of the organization	CDP - Climate Change Disclosure 7, 8, 12, 13	
201-1	Direct economic value generated and distributed	Community, Planet, 2019 Annual Report, 2019 Proxy Statement	2, 5, 7, 8, 9	302-3	Energy intensity	Planet, Appendix - Environmental data summary 7, 8, 12, 13
			302-4	Reduction of energy consumption	Planet 7, 8, 12, 13	



## Global Reporting Initiative index (cont.)

Disclosure	Location/comments	UN SDGs	Disclosure	Location/comments	UN SDGs
<b>GRI 300 Environmental Standards Series (cont.)</b>			<b>GRI 300 Environmental Standards Series (cont.)</b>		
<b>GRI 303: Water</b>			<b>GRI 306: Effluents and Waste</b>		
303-1	Water withdrawal by source <a href="#">Planet, Appendix - Environmental data summary</a>	6	306-1	Water discharge by quality and destination We do not discharge untreated sanitary wastewater to land or surface waters at any of our locations. Wastewater discharges primarily consist of organic matter from ingredient handling, food production and cleaning processes. Our production facilities are governed by applicable regulations as well as our compliance management program.	3, 6, 12, 14
303-2	Water sources significantly affected by withdrawal of water <a href="#">Planet</a>	6	306-2	Waste by type and disposal method <a href="#">Planet</a>	3, 6, 12
303-3	Water recycled and reused <a href="#">Planet</a>	6, 8, 12	306-3	Significant spills There were no significant spills at our manufacturing locations during the reporting period.	3, 6, 12, 14, 15
<b>GRI 304: Biodiversity</b>			306-4	Transport of hazardous waste The quantity of hazardous waste produced and shipped is insignificant relative to the amount of solid waste generated at General Mills. Hazardous waste shipping and disposal is restricted by government regulations.	3, 12
304-2	Significant impacts of activities, products, and services on biodiversity <a href="#">Planet</a>	6, 14, 15	306-5	Water bodies affected by water discharges and/or runoff No water bodies are significantly affected by company discharges. Our production facilities are governed by applicable regulations as well as our compliance management program.	6, 14, 15
304-3	Habitats protected or restored <a href="#">Planet</a>	6, 14, 15	<b>GRI 307: Environmental Compliance</b>		
<b>GRI 305: Emissions</b>			307-1	Noncompliance with environmental laws and regulations General Mills incurred 5 Notices of Violations (NOVs) and no significant fines during the reporting period.	16
305-1	Direct (Scope 1) GHG emissions <a href="#">Planet, Appendix - Environmental data summary</a>	3, 12, 13, 14, 15	<b>GRI 308: Supplier Environmental Assessment</b>		
305-2	Energy indirect (Scope 2) GHG emissions <a href="#">Planet, Appendix - Environmental data summary</a>	3, 12, 13, 14, 15	308-1	New suppliers that were screened using environmental criteria <a href="#">Supplier Code of Conduct</a>	
305-3	Other indirect (Scope 3) GHG emissions <a href="#">Planet, CDP - Climate Change Disclosure</a>	3, 12, 13, 14, 15			
305-4	GHG emissions intensity <a href="#">Planet, Appendix - Environmental data summary</a>	13, 14, 15			
305-5	Reduction of GHG emissions <a href="#">Planet</a>	13, 14, 15			
305-6	Emissions of ozone-depleting substances (ODS) Ozone-depleting substances (ODS) are most commonly used in small quantities for closed-loop refrigeration systems and occasional fumigation activities. ODS emissions are strictly regulated.	3, 20			
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions Air emissions primarily include particulate matter and organic compounds from ingredient handling, cooking and drying, as well as emissions associated with fuel combustion. Our production facilities are governed by applicable regulations as well as our compliance management program.	3, 12, 14, 15			

## Global Reporting Initiative index (cont.)

Disclosure	Location/comments	UN SDGs	Disclosure	Location/comments	UN SDGs		
<b>GRI 400 Social Standards Series</b>			<b>GRI 400 Social Standards Series (cont.)</b>				
<b>GRI 401: Employment</b>			<b>GRI 409: Forced or Compulsory Labor</b>				
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Appendix	8	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Planet	8
<b>GRI 403: Occupational Health and Safety</b>			<b>GRI 412: Human Rights Assessment</b>				
403-1	Workers representation in formal joint management-worker health and safety committees	People	8	412-1	Operations that have been subject to human rights reviews or impact assessments	Planet	
403-2	Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	People	3, 8	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Planet, Supplier Code of Conduct	16
403-4	Health and safety topics covered in formal agreements with trade unions	People	8	<b>GRI 413: Local Communities</b>			
<b>GRI 404: Training and Education</b>			<b>GRI 414: Supplier Social Assessment</b>				
404-2	Programs for upgrading employee skills and transition assistance programs	People	8	414-1	New suppliers that were screened using social criteria	Supplier Code of Conduct	5, 8, 16
404-3	Percentage of employees receiving regular performance and career development reviews	People	5, 8	414-2	Negative social impacts in the supply chain and actions taken	Planet	5, 8, 16
<b>GRI 405: Diversity and Equal Opportunity</b>			<b>GRI 415: Public Policy</b>				
405-1	Diversity of governance bodies and employees	People, Appendix, GeneralMills.com/Investors	5, 8	415-1	Political contributions	Civic Involvement, Introduction	16
<b>GRI 407: Freedom of Association and Collective Bargaining</b>			<b>GRI 416: Customer Health and Safety</b>				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Planet	8	416-1	Assessment of the health and safety impacts of product and service categories	Food, People	
<b>GRI 408: Child Labor</b>			<b>GRI 417: Marketing and Labeling</b>				
408-1	Operations and suppliers at significant risk for incidents of child labor	Planet	8, 16	417-1	Requirements for product and service information and labeling	Food	12

## Global Reporting Initiative index (cont.)

Disclosure	Location/comments	UN SDGs	Disclosure	Location/comments	UN SDGs	
<b>Food Processing Sector Supplement</b>			<b>Food Processing Sector Supplement (cont.)</b>			
<b>Across All Aspects of Sourcing</b>			<b>Product and Service Labeling (cont.)</b>			
FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy.	<a href="#">Planet, Supplier Code of Conduct</a>	FP9	Percentage and total of animals raised and/or processed, by species and breed type.	General Mills does not raise or process animals in its production operations. Meat that is used in our products is processed by our suppliers. For information on our approach to animal welfare, see our <a href="#">policy</a> .	2, 15
FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard.	<a href="#">Planet</a>				
<b>Healthy and Affordable Food</b>			<b>Animal Husbandry</b>			
FP4	Nature, scope and effectiveness of any programs and practices that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need.	<a href="#">Food, Planet, Community</a>	FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic.	General Mills does not physically alter animals or use anaesthetics. For information on our approach to animal welfare, see our <a href="#">policy</a> .	2, 3
<b>Customer Health and Safety</b>			FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type.	<a href="#">Planet</a> General Mills does not raise or process animals. For information on our approach to animal welfare, see our <a href="#">policy</a> .	
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	<a href="#">Food</a>	FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type.	<a href="#">Planet</a> <a href="#">Animal welfare policy</a>	2
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars.	<a href="#">Food</a>	<b>Transportation, Handling, and Slaughter</b>			
FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives.	<a href="#">Food</a>	FP13	Total number of incidents of noncompliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals.	General Mills does not transport, handle or slaughter live or aquatic animals.	2
<b>Product and Service Labeling</b>						
FP8	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements.	<a href="#">Food</a> <a href="#">AskGeneralMills.com</a> <a href="#">SmartLabel.org</a>				

# United Nations Global Compact Principles

Principle	Information in report
<b>Human rights</b>	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Ethics and compliance Human rights Supplier Code of Conduct
Principle 2: make sure that they are not complicit in human rights abuses.	Ethics and compliance Human rights
<b>Labor</b>	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Human rights Supplier Code of Conduct
Principle 4: the elimination of all forms of forced and compulsory labor;	Human rights Supplier Code of Conduct
Principle 5: the effective abolition of child labor; and	Human rights Supplier Code of Conduct
Principle 6: the elimination of discrimination in respect to employment and occupation.	Ethics and compliance Global inclusion Supplier Code of Conduct
<b>Environment</b>	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	Climate change approach Sourcing approach
Principle 8: undertake initiatives to promote greater environmental responsibility; and	Climate change performance Responsible sourcing Producing Water stewardship
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Climate change performance Responsible sourcing Producing Water stewardship
<b>Anti-corruption</b>	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Supplier Code of Conduct Code of Conduct

## Sustainability Accounting Standards Board reference table

The Sustainability Accounting Standards Board (SASB) is an independent, standards-setting organization that promotes disclosure of material sustainability information to meet investor needs. This table references the Standard for the Processed Foods industry as defined by SASB's Sustainable Industry Classification System (SICS) and identifies where General Mills addresses each topic. Note that some responses may not be fully aligned with SASB's definition, but represent the content most closely aligned with that indicator.

Topic	SASB accounting metric	Category	Location or response
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	<a href="#">Appendix - Environmental data summary, Planet</a>
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	<a href="#">CDP Water</a>
	Number of incidents of noncompliance associated with water quantity and/or quality permits, standards, and regulations	Quantitative	<a href="#">GRI Index</a>
	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	<a href="#">Water stewardship, CDP Water</a>
Food Safety	Global Food Safety Initiative (GFSI) audit (1) nonconformance rate and (2) associated corrective action rate for (a) major and (b) minor nonconformances	Quantitative	Zero critical nonconformances in FY19
	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Quantitative	<a href="#">Food safety</a>
	(1) Total number of notices of food safety violation received, (2) percentage corrected	Quantitative	No food safety violations were received in FY19
	(1) Number of recalls issued and (2) total amount of food product recalled	Quantitative	<a href="#">Food safety</a>
Health & Nutrition	Revenue from products labeled and/or marketed to promote health and nutrition attributes	Quantitative	<a href="#">Nutrition</a>
	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Discussion and Analysis	<a href="#">Nutrition</a>
Product Labeling & Marketing	Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	Quantitative	We label all of our FDA regulated products as either "Produced with" or "Partially Produced with Genetic Engineering" if they contain more than 0.9% GMO ingredients.
	Number of incidents of noncompliance with industry or regulatory labeling and/or marketing codes	Quantitative	<a href="#">Responsible marketing</a>
Packaging Lifecycle Management	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Quantitative	<a href="#">Climate change - packaging</a>
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Discussion and Analysis	<a href="#">Climate change - packaging</a>
Environmental & Social Impacts of Ingredient Supply Chain	Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, by certification scheme	Quantitative	<a href="#">Sustainable sourcing</a>
	Suppliers' social and environmental responsibility audit (1) nonconformance rate and (2) associated corrective action rate for (a) major and (b) minor nonconformances	Quantitative	<a href="#">Supplier responsibility</a>
Ingredient Sourcing	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	Quantitative	<a href="#">CDP Water</a>
	List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	Discussion and Analysis	<a href="#">Sustainable sourcing</a>