



GENERAL MILLS

# Global Responsibility 2015



Health & Wellness



Sourcing



Environment



Workplace



Community



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## To our stakeholders:



Ken Powell  
Chairman, Chief Executive Officer  
General Mills



At General Mills, our goal is to stand among the world's most responsible food companies. We are committed to creating economic, social and environmental value around the world as we pursue our mission of *Nourishing Lives*.

As a key step to enhance our global responsibility strategy and to promote transparency, we conducted a materiality assessment in 2013. This assessment included input from both internal and external stakeholders regarding the most relevant economic, social and environmental issues to our business. We identify and address these issues throughout this report.

Meeting diverse consumer needs is one of our priority issues. Increasingly, consumers worldwide are interested in the connection between food, health and wellness. General Mills puts consumers first by delivering a broad range of products that meet varying consumer needs and preferences. One example is the growing demand for organic and limited-ingredient products. Today, General Mills is the fourth-largest natural and organic food producer in the U.S.

Our customers, partners, consumers and other stakeholders also want to know more about where and how the ingredients in our foods are grown and processed. As the global food business balances increased demand with the need to conserve natural resources, efforts aimed at transparency and traceability

are helping to improve the sustainability of food supply chains. At General Mills, we are making great strides toward our commitment to sustainably source 100 percent of our 10 priority ingredients by 2020 – representing more than 50 percent of our annual raw material purchases. Through our sustainable sourcing work, we are advancing sustainable agriculture and strengthening responsible practices.

Our focus on health and wellness extends beyond the people who make and consume our food. Through our consumer education and philanthropic efforts, we promote healthy lifestyles that balance consumption and activity. Our work to alleviate hunger and improve nutrition includes our support of Partners in Food Solutions, a nonprofit organization we founded to help raise living standards, address chronic food supply issues and respond to extreme hunger in sub-Saharan Africa.

Leading with safety – both the safety of our employees in the workplace and the food they make – is one of the key operating principles that guides our work. At our facilities around the world, we are committed to food safety and strictly adhering to the processes and standards we have pioneered and led since our founding. One hundred percent of our facilities are audited using globally recognized food safety criteria. We also share our best practices across the industry, including training suppliers to meet international food safety standards.

Through collaboration with businesses, governments and nongovernmental organizations, we work to advance systemic improvements in the areas of health, sustainable agriculture and community investment. We collaborate with external partners and are signatories to a number of key global efforts, such as the United Nations Global Compact, which we continue to endorse. We are encouraged by the progress we're making and remain committed to our pursuit of continuous improvement.

In this, our 45th year of reporting back to our communities and stakeholders, we provide updates across five key focus areas in this report: Health and Wellness, Sourcing, Environment, Workplace and Community. We have focused on providing transparency and insights into the topics that are important to our stakeholders and to our business. Our continued progress in these areas helps move us toward our goal of being one of the most sustainable food companies on the planet.

Thank you for your interest. As always, we welcome your questions and comments.

Sincerely,

A handwritten signature in black ink that reads 'KJ Powell'.

G4-1, 15

# INTRODUCTION

**General Mills** has been fulfilling our mission of *Nourishing Lives* – making lives healthier, easier and richer – for 148 years.



## Our values

Everything we do reflects our strong core values, and we live these values every day around the world.

<b>Play to win</b>	Jogar para ganhar	战而必胜	Participer pour gagner	Actuar para ganar
<b>Grow and inspire</b>	Crescer e inspirar	成长与激励	Grandir et inspirer	Crece e inspirar
<b>Act boldly, move quickly</b>	Agir com ousadia e rapidamente	大胆实践、快速行动	Faire preuve d'audace, agir rapidement	Actuar con audacia, moverse rápido
<b>Win as a team</b>	Ganhar como equipe	众志成城，团队致胜	Gagner en équipe	Ganar como equipo
<b>Do the right thing, all the time</b>	Fazer o que é certo, o tempo todo	始终做正确的事	Toujours prendre une décision juste	Hacer lo correcto, en todo momento

# Company overview

**General Mills** aims to be one of the world's most responsible food companies. We are committed to our mission of *Nourishing Lives* and putting consumers first everywhere, every day.

We produce and market more than 100 consumer brands in over 100 countries on six continents.

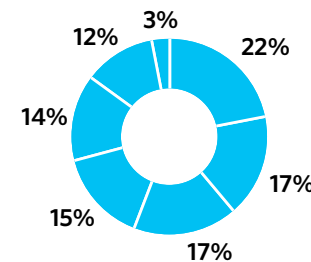


For additional overview information, see our [value chain graphic](#), [map of key brands](#), [map of production sites](#) and [key sourcing geographies](#).

## General Mills at a glance

Fiscal 2014

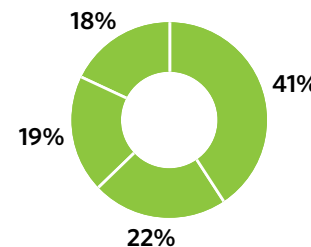
**GLOBAL NET SALES: \$17.9 billion\***



**U.S. RETAIL**  
Net sales by division

**\$10.6 billion**

- 22% Big G
- 17% Baking Products
- 17% Snacks
- 15% Frozen Foods
- 14% Meals
- 12% Yoplait
- 3% Small Planet Foods



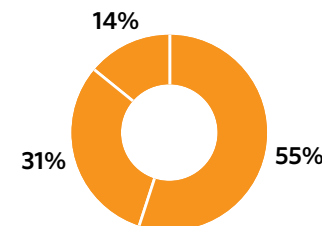
**INTERNATIONAL**  
Net sales by region

**\$5.4 billion**

- 41% Europe\*
- 22% Canada
- 19% Latin America
- 18% Asia/Pacific\*\*

\*Includes Australia and New Zealand

\*\*Includes the Middle East and Africa



**CONVENIENCE STORES  
AND FOODSERVICE**  
Net sales by brand type

**\$1.9 billion**

- 55% Branded to foodservice operators
- 31% Branded to consumers
- 14% Unbranded

\*Consolidated net sales, excludes joint ventures.

## Highlights in fiscal 2014

---

**10x20**

progress on our commitment to **sustainably source** 100 percent of our 10 priority ingredients by 2020.

**850+**

products **nutritionally improved** since we implemented our U.S. Health Metric in 2005.

**\$151 million+**

given to **charitable causes** in fiscal 2014 – General Mills and its Foundation have given more than \$1.5 billion since 1954 (US\$).

**68%**

of **packaging volume improved** since 2009.

**84%**

of U.S. employees said General Mills is a **great place to work**.

**50 million**

**meals** provided through global food donations since 2013.

**87%**

of all **solid waste** from our North American operations is **reused or recycled**.

**100%**

of General Mills facilities **audited** using globally recognized **food safety** criteria.

**17%**

**reduction** in global total **injury rate** at General Mills production facilities.

**\$543 million**

spending in fiscal 2014 with qualified, **diverse suppliers** (US\$).



# Oversight

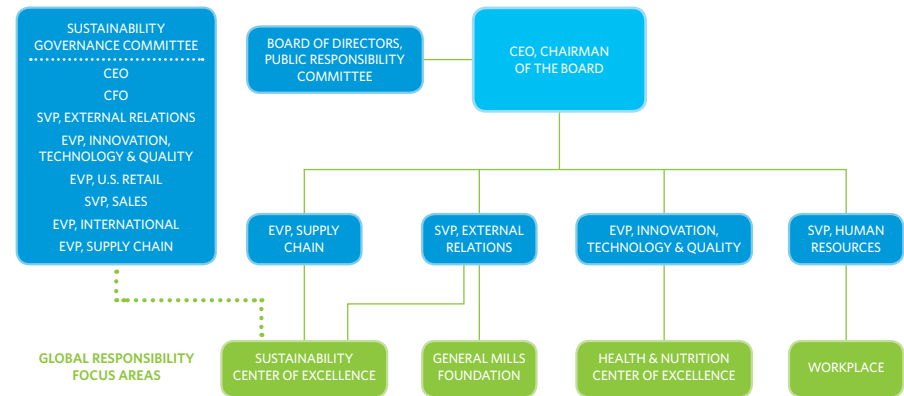
The General Mills leadership team has ultimate accountability for the company's global responsibility programs and performance. The team includes Ken Powell, Chairman and Chief Executive Officer; Kim Nelson, Senior Vice President of External Relations and President of the General Mills Foundation; Jerry Lynch, Chief Sustainability Officer; and John Church, Executive Vice President of Supply Chain. The team meets regularly and receives input from internal and external experts. During 2014, the main issues addressed included sourcing, water stewardship and climate change. 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.

See [GeneralMills.com/Investors](http://GeneralMills.com/Investors) to learn more about the company's broader corporate governance structures and processes.

**G4-36, 42, 46, 47, 48**



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

# Materiality\*

In 2013, General Mills partnered with Forum for the Future, a leading nonprofit sustainability organization, to conduct a materiality assessment. The process included analysis of social and

environmental trends relevant to the food sector. It also involved interviews with more than a dozen external partners and experts – including suppliers, customers, nongovernmental organizations and

academics – as well as numerous leaders from across our company. The assessment, which analyzed the relevance of each issue to our internal and external stakeholders as well as to our business, helped us identify

and frame the most material topics as they relate to General Mills' global responsibility strategy and reporting.

**G4-18, 20, 21, DMA**

\*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.



"At General Mills, we focus on material issues related to our business – such as health and nutrition wellness, climate change, commodity availability and water stewardship. This is where we can create the most value for shareholders and other key stakeholders."

– Jerry Lynch, Chief Sustainability Officer, General Mills

The following table summarizes the issues determined to be most material to our global responsibility strategy. We include information about our approach to and our progress on these issues in the report, as noted. See the [Global Reporting Initiative \(GRI\) index](#) to learn about the relevant GRI Aspects and boundaries.

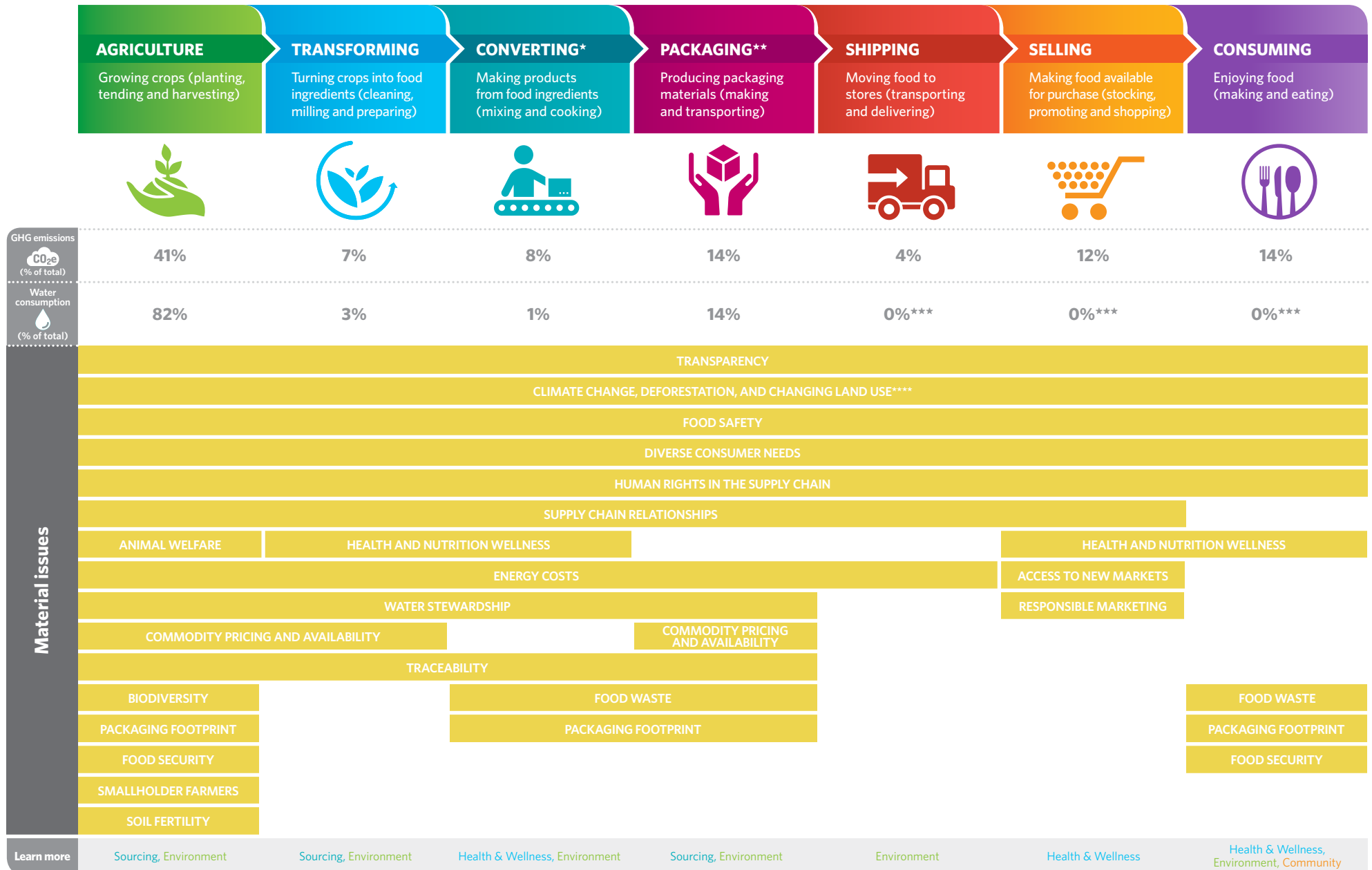
ISSUE	DESCRIPTION	MORE INFORMATION
<b>Access to new markets</b>	Enter new markets responsibly, and take into account regulatory, political and infrastructure considerations	Health & Wellness, Workplace
<b>Animal welfare</b>	Ensure the ethical treatment of animals raised by suppliers	Sourcing
<b>Biodiversity</b>	Conserve biodiversity through sustainable sourcing practices	Sourcing
<b>Biotechnology</b>	Work to educate the public on use of genetically modified organisms and meet consumer demands for increased information	Introduction
<b>Business consolidation across the food sector</b>	Adapt to a changing food system landscape that includes consolidation among retailers, distributors and growers	Health & Wellness, Sourcing, Workplace
<b>Climate change, deforestation and changing land use</b>	Advance strategies to help mitigate and adapt to the effects of climate change in agricultural and food production systems	Sourcing, Environment
<b>Commodity pricing and availability</b>	Maintain reliable access to key commodities and inputs	Introduction, Sourcing
<b>Diverse consumer needs</b>	Meet changing consumer needs and diversify our product offerings based on geography, culture, values and economic means	Health & Wellness
<b>Energy costs</b>	Manage energy usage and costs throughout the value chain, including agriculture, production, transportation and distribution	Sourcing, Environment
<b>Food safety</b>	Set and maintain high standards for food safety and quality	Health & Wellness, Community
<b>Food security</b>	Improve access to healthy, affordable food for the world's growing population	Health & Wellness, Community
<b>Food waste</b>	Address food waste and loss from field to table	Environment, Community
<b>Health and nutrition wellness</b>	Improve the health profile of products and engage in public discussions on healthy and nutritious lifestyles	Health & Wellness, Community
<b>Human rights in the supply chain</b>	Respect the human rights of all workers	Sourcing, Workplace
<b>Packaging footprint</b>	Reduce the environmental impact of packaging	Environment
<b>Responsible marketing</b>	Adhere to internal and industry guidelines regarding consumer communications	Health & Wellness
<b>Smallholder farmers</b>	Support smallholder farmers' capability and capacity to maintain viable operations	Sourcing, Community
<b>Soil fertility</b>	Maintain and foster healthy soils through improved land management and agricultural practices	Sourcing
<b>Supply chain relationships</b>	Build and strengthen supplier partnerships across the value chain	Sourcing, Community
<b>Traceability</b>	Increase the ability to track the origin and movement of ingredients, packaging and other inputs throughout the value chain	Sourcing
<b>Transparency</b>	Communicate openly with key stakeholders on material issues, including through brands	All sections
<b>Water stewardship</b>	Manage water resources strategically throughout the value chain	Sourcing, Environment

We plan to periodically update this assessment in the future to ensure it continues to reflect our company and industry as well as our stakeholders' expectations.



## Material issues across our value chain

We also assess our material issues in the context of our value chain. This helps us to better understand and communicate how those issues connect to our business and where risks and opportunities reside. [G4-12](#)



\*This is the only phase of the value chain that General Mills controls directly.

\*\*Includes packaging-related impacts from across the value chain due to the lack of disaggregated packaging data for each value chain phase.

\*\*\*Water consumption in the Shipping, Selling and Consuming phases was considered to be immaterial; the bulk of water use is in Agriculture.

\*\*\*\*Deforestation and changing land use apply only to the Agriculture and Transforming phases of the value chain. Climate change applies to all phases.

## Detail on material issues

We discuss most of our material issues related to global responsibility in detail in other sections of this report. The following issues do not map directly to specific sections, so we provide more information here.

### Biotechnology

One in eight people in the world today – more than 900 million people worldwide – do not have enough to eat. And by 2040, the world's population is projected to increase to about 9 billion people. Global experts project that to meet the growing needs of an increasingly hungry world, we will need at least 50 percent more food, 45 percent more energy and 30 percent more water.

Biotechnology shows promise to strengthen crops against drought and extreme temperature and deliver more nutritious food, even in poor soil conditions. We agree with the [U.N. World Health Organization \(WHO\)](#) that the development of genetically modified organisms (GMOs) offers the potential for increased agricultural productivity or improved nutritional value that can enhance human health and development.

Safety is our highest priority, and we find broad global consensus among food and safety regulatory bodies that approved GMOs are safe. The following organizations have determined biotech crops to be as safe and acceptable as their conventional counterparts: WHO, [Food and Agriculture Organization of the United Nations](#), [European Food Safety Authority](#), [U.S. Food and Drug Administration](#), [U.S. Department of Agriculture](#), [U.S. Environmental Protection Agency](#) and [Health Canada](#). The [National Academy of Sciences](#), [American Medical](#)

[Association](#) and the [British Royal Society](#) also found no health risks associated with genetically modified (GM) ingredients.

At the same time, numerous studies have identified benefits related to [global food security](#) and the environment:

- Farmers planting GM crops tend to generate [more stable, and sometimes higher, yields](#).
- GM crops generally need less insecticide and may enable the use of [less harmful herbicides](#).
- GM crops often require less energy use by farmers and are associated with [reduced greenhouse gas \(GHG\) emissions](#), [improved water quality](#), improved nitrogen retention, improved water filtration and erosion reduction in soil.

We understand that consumers have different views on these topics and we are committed to respecting these consumer values and offering products that do not contain ingredients produced using biotechnology. We offer organic and non-GMO alternatives in most of our major categories in the United States.

### Policy

We oppose state-based labeling of GMOs in the United States, which would result in a patchwork of different labels and increase product costs for consumers and companies. Consistent with this position, in 2014 we opposed state-based GMO labeling ballot measures in Colorado and Oregon, and we contributed US\$1,515,000 to ballot measure campaigns. This was publicly reported, and we disclosed and discussed this information transparently on our website. We support national standards for labeling of non-GMO products in the United States to provide greater confidence to consumers seeking to avoid GMOs.

For more information about our position in this area, see our web pages on [GMOs](#) and [GMO labeling](#).

### Commodity pricing and availability

In recent years, trends such as increased demand due to population and income growth and the use of food crops to produce biofuels have raised the prices of and put pressure on the availability of key ingredients that we use in our products. Sustainability-related factors also play an increasingly important role. For example, water scarcity has the potential to impact the price of ingredients as well as the feasibility of agriculture in some regions. Declining yields for some crops and extreme weather events brought on by climate change can increase volatility in ingredient supply and pricing.

Ensuring long-term access to these inputs at reasonable prices is fundamental to our ability to provide quality, affordable foods to our consumers and to the health of our business. In 2013, we announced a commitment to sustainably source 100 percent of our 10 priority ingredients by 2020, representing more than 50 percent of the company's annual raw material purchases. Developing the supplier relationships and sustainable practices to achieve this will strengthen our business while enhancing our environmental performance. As we make progress on those key ingredients, we are also improving the sustainability of other ingredients in our products. [Learn more.](#)

### Transparency

Communicating openly about our social and environmental commitments, programs, products, performance and challenges is essential to building and maintaining stakeholder trust inside and outside of General Mills. Analyzing

and disclosing progress also motivates ongoing improvement of the systems and capabilities that underpin our performance. Examples include the following:

- **Material issues:** This year, we published the full list of social and environmental issues that we determined to be material for the purpose of this report, and we increased disclosure on several of those items. See the table on page 6 for details.
- **Sustainable ingredients:** In this report, we describe progress toward our commitment for our top 10 ingredients to be 100 percent sustainably sourced by 2020 and palm oil by 2015. See the Sourcing section for details.
- **Ratings and rankings:** We have participated in CDP (Carbon Disclosure Project) every year since its inception in 2000 and increased our disclosure score from 68 in 2012 to 80 in 2014 (performance band B). See our [past submissions](#). We also participate in other disclosures, such as the Dow Jones Sustainability Indices, Newsweek's Green Rankings (#37 of 500 largest publicly-traded U.S. companies by market capitalization) and the Global 100 Index of most sustainable corporations (#49 of all publicly traded companies with a market capitalization of at least US\$2 billion).

We communicate our programs and performance through other channels as well, such as responses to customer requests, blogs and social media, speaking engagements, media interviews, and conferences and other events.

To promote comparability, we align our disclosure with external frameworks such as GRI and the United Nations Global Compact. This year, for the first time, we have aligned our report with the GRI G4 Sustainability Reporting Guidelines. See [External reporting standards](#) for more details. **G4-PR6**

# Stakeholder engagement

At General Mills, we engage with stakeholders to accelerate our progress on social and environmental initiatives. We do this through open dialogue, collaboration and transparent disclosure. This strengthens our ability to balance business interests with those of society; build robust, global relationships across sectors; and

ultimately, identify innovative solutions that create shared, sustainable value.

The issues we are working to address are complex – such as sustainable sourcing, responsible marketing, climate change, food waste and water stewardship – so collaboration is essential to achieving meaningful progress. In many cases,

we work with other companies and organizations to shape standards across the consumer packaged goods industry on a range of issues. This helps to raise the performance of the industry overall.

We determine areas for engagement based on issues that are material to our global responsibility strategy and where we can

have the greatest positive impact. When engaging with stakeholders, we consider their expertise and insights as well as their capacity, level of influence and willingness to collaborate. This table illustrates the range of our engagement activities.

**G4-24, 25, 26, 27**

STAKEHOLDER GROUP	CHANNELS OF ENGAGEMENT	EXAMPLES
Customers	<ul style="list-style-type: none"> <li>Customer surveys</li> <li>Innovation collaboration</li> <li>Industry partnerships</li> </ul>	In 2014, General Mills and Walmart co-sponsored a global innovation challenge to support innovators and farmers who demonstrate the most promise to reduce greenhouse gas (GHG) emissions through nitrogen management. <a href="#">Learn more.</a>
Consumers	<ul style="list-style-type: none"> <li>Call center</li> <li>Social media (website, Facebook)</li> <li>Focus groups</li> </ul>	We engage with consumers throughout the year in numerous ways. For example, our organics team has used an online platform to interact with an advisory group of approximately 1,000 consumer “brand champions” 3-4 times each month to gain feedback on new products and packaging and to better understand how our products fit in to their lives.
Employees	<ul style="list-style-type: none"> <li>Employee Climate Survey</li> <li>Discussion forums</li> <li>Internal social media community</li> <li>Employee action groups</li> </ul>	In 2011, the General Mills Foundation launched the International Volunteer Council. The group, composed of more than 30 people across 17 countries, provides a forum for our employees with a passion for volunteerism to exchange best practices, success stories and insights.
Investors	<ul style="list-style-type: none"> <li>Ratings/rankings and indices</li> <li>Input on the Global Responsibility Report</li> </ul>	We discuss our programs, progress and relevant issues with interested shareholders throughout the year.
Regulators and public policy makers	<ul style="list-style-type: none"> <li>Public policy activities</li> <li>Advocacy</li> <li>Consultation on regulatory matters</li> <li>Participation in coalitions</li> </ul>	<p>General Mills engages with the <a href="#">FDA</a>, the <a href="#">USDA</a>, the <a href="#">Institute of Medicine (IOM)</a> and the <a href="#">U.N. World Health Organization</a> on issues related to the food industry and regulation.</p> <p>During 2014, General Mills joined the <a href="#">Business for Innovative Climate &amp; Energy Policy</a> coalition to work with other businesses and policymakers to advocate for innovative and impactful climate and clean energy policies.</p>
Local communities	<ul style="list-style-type: none"> <li>Donations to local organizations</li> <li>Employee volunteers</li> </ul>	At our plant in Arras, France – home to one of our primary <i>Häagen-Dazs</i> facilities – the Community Action Council (CAC) dedicates a portion of its philanthropic efforts each year to supporting farmers and villagers in Belambo, Madagascar, where we source the majority of our vanilla. From organizing book drives to collecting supplies for local schools, the CAC is committed to creating a positive impact on the Belambo community. <a href="#">Learn more.</a>
NGOs	<ul style="list-style-type: none"> <li>Collaboration on the ground</li> <li>Survey responses</li> <li>Policy initiatives</li> <li>Co-presentations at conferences</li> </ul>	We engage with non-governmental organizations that contribute expertise and capabilities related to various aspects of our business: <a href="#">CARE</a> (smallholder farmers), <a href="#">Ceres</a> (corporate responsibility reporting), <a href="#">Oxfam America</a> (smallholder farmers), <a href="#">The Nature Conservancy</a> (water stewardship), the <a href="#">U.N. CEO Water Mandate</a> (water stewardship), and <a href="#">World Wildlife Fund</a> (sourcing).
Industry associations, alliances and roundtables	<ul style="list-style-type: none"> <li>Meeting participation</li> <li>Best practices on key issues are developed and shared</li> </ul>	We are active members in key industry coalitions such as <a href="#">Bonsucro</a> , <a href="#">The Consumer Goods Forum</a> , <a href="#">Field to Market</a> , <a href="#">Grocery Manufacturers Association</a> , <a href="#">Roundtable on Sustainable Palm Oil (RSPO)</a> , <a href="#">The Sustainability Consortium</a> , the <a href="#">World Cocoa Foundation</a> , and <a href="#">International Food and Beverage Alliance (IFBA)</a> .
Suppliers	<ul style="list-style-type: none"> <li>Supplier audits</li> <li>Code of Conduct</li> <li>Supplier surveys</li> <li>Field to Market program</li> </ul>	In 2014, we joined the Supplier Ethical Data Exchange (SEDEX), further demonstrating our commitment to driving improvements in responsible and ethical business practices across our supply chain. <a href="#">Learn more.</a>

# Public policy

At General Mills, we engage in public policy issues that are important to our company and stakeholders. We conduct these activities in an accountable and transparent manner.

Some of our public policy focus areas include the following:

- **Climate change and renewable energy:** During 2014, General Mills joined the [Business for Innovative Climate & Energy Policy](#) coalition to work with other businesses and policymakers to advocate for innovative and impactful climate and clean energy policies. [Learn more.](#)
- **Packaging:** General Mills promotes policies to effectively and efficiently increase packaging recycling rates. In the United States, we are a leader in the [American Institute for Packaging and the Environment \(AMERIPEN\)](#), which conducts research and advocates for policy changes to achieve this goal.
- **Health and wellness:** As a member of the [International Food and Beverage Alliance \(IFBA\)](#) and other organizations, we support efforts to advance self-regulatory frameworks related to health and wellness.

- **Education:** We believe that education is fundamental to strong communities and economic growth. General Mills supports education reform, especially in our headquarters' state of Minnesota. For example, we are a leading member of [Generation Next](#), which works to close the achievement and opportunity gaps for students of color in Minneapolis and St. Paul.

We are also active in the area of food labeling policy in the United States. [Learn more.](#)

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

## Political contributions and memberships

Our [civic policy](#) describes our approval process for corporate political contributions. The Public Responsibility Committee of our 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 2014, we made US\$10,850 in direct political contributions in addition to the contributions related to GMO state ballot measures discussed earlier in the [Biotechnology](#) section. For more details and historical information, see our 2005-2014 [Civic involvement reports](#).

The [General Mills Political Action Committee](#) (GPAC) 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 GPAC administration costs. Information regarding GPAC transactions is available on the [Federal Election Commission website](#).

General Mills also advances its mission by partnering with trade associations and other independent organizations that share our goals, such as [Food & Consumer Products of Canada](#) and the [Food and Drink Federation](#) of the United Kingdom;

U.S. public policy-focused organizations, such as the [Grocery Manufacturers Association](#) and the [Business Roundtable](#); and state or provincial agencies, local chambers of commerce and manufacturing organizations, such as the [Minnesota Chamber of Commerce](#) and the [Minnesota Business Partnership](#). We report [additional details](#) about our largest U.S. trade association memberships annually. We do not belong, or make any payments, to any tax-exempt organizations in the United States that write and endorse model legislation.

- **Accountability:** In 2014, the Center for Political Accountability rated General Mills as tied for seventh in its [CPA-Zicklin Index of Corporate Political Disclosure and Accountability](#), the organization's annual ranking of the top 200 companies in Standard & Poor's 500 index. This ranking equaled our performance in 2013, and once again we ranked first in the consumer goods sector. [G4-15, 16](#)

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At General Mills, we strive to be among the world's most socially and environmentally responsible food companies.

# About this report

## Report scope

This report describes our commitments, programs and performance across a broad range of global responsibility issues during fiscal 2014. The report scope includes global operations except where noted otherwise.

## Report ownership

The General Mills leadership team (see page 5) has responsibility for the development of this report.

## Stakeholder input on report

For the last several years, General Mills has engaged Ceres – a coalition of investors, environmental organizations and other public interest groups working with companies to advance their environmental and social performance – to provide input on the annual Global Responsibility Report. This year, nine stakeholders, including investors, NGO representatives and industry experts, provided feedback on a detailed report outline. We value

this input and have incorporated much of this feedback into the report.

## External reporting standards

### Global Reporting Initiative

This year, General Mills considered the GRI G4 Sustainability Reporting Guidelines in the development of this report, including the Food Processing Sector Supplement. This document contains standard disclosures from that framework. See the [GRI index](#) for details.

## United Nations Global Compact

General Mills has endorsed the principles of the United Nations (UN) Global Compact since 2008. This report serves as the company's annual Communication on Progress in the areas of human rights, labor, environment and anti-corruption. See the [UN Global Compact index](#) for details.

## Feedback

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

**G4-28, 31, 32, 33**



## Health & Wellness

We provide people with convenient, nutritious food that – when combined with exercise and activity – can help them live healthier lives. We believe that a variety of foods made with quality ingredients play an important role in people's diets, providing nutrition, taste and convenience at a reasonable cost. Improving the health and wellness profile of our products over time and promoting healthy lifestyles that balance nutrition and activity are fundamental to our mission of *Nourishing Lives*.



## Sourcing

Our goal is to sustainably source the raw materials we use in our products. We are committed to sustainably sourcing 100 percent of our 10 priority ingredients by 2020 – representing more than 50 percent of our annual raw material purchases. At the same time, we are improving water stewardship and reinforcing socially responsible practices across our extended supply chain.



## Environment

Our goal is to continually reduce our environmental footprint. We concentrate on areas where we can have the greatest positive impact, with a focus on agriculture. Among our suppliers, we work to sustainably source the ingredients we use in our products. Across our global operations and beyond, we focus on reducing our GHG emissions and natural resource consumption.



## Workplace

We foster a safe, ethical, diverse and inclusive workplace where our more than 42,000 employees can thrive. We respect, develop and invest in our employees and continue to improve workplace safety through our efforts to prevent injuries and illnesses. We support our employees in being active, eating healthy and staying well.



## Community

Our goal is to build strong communities. Our philanthropic work ties closely to our core business and reflects our mission of *Nourishing Lives*. We work in innovative ways with partners locally and around the world to harness our collective impact in key target areas, while engaging employees through volunteerism.





# HEALTH & WELLNESS

**At General Mills, our mission is *Nourishing Lives* – making lives healthier, easier and richer.**



**OUR GOAL** is to provide people with convenient, nutritious food that – when combined with exercise and activity – can help them live healthier lives. We believe that a variety of foods made with quality ingredients play an important role in people's diets, providing nutrition, taste and convenience at a reasonable cost. Improving the health and wellness profile of our products over time and promoting healthy lifestyles that balance nutrition and activity are fundamental to our mission of *Nourishing Lives*.



## Our strategies

**Provide**  
quality nutrition  
and wellness

**Champion**  
global food  
safety

**Educate**  
consumers





## Overview

**Improving nutrition, health and wellness:** Consumers around the world seek nutritious, convenient and affordable food for themselves and their families every day. There are many challenges to achieving this simple, daily imperative – ranging from hunger and malnutrition to obesity. Balanced diets are part of the solution and can help prevent many non-communicable diseases, such as heart disease and diabetes. We believe proper nutrition is essential for overall health and wellness.

### Performance dashboard (fiscal 2014)



#### Whole grain

**240+ billion grams** shipped by U.S. retail operations and **166 billion grams** produced by Cereal Partners Worldwide, our joint venture with Nestlé.



#### Fiber

**57 billion grams** shipped by U.S. retail operations.



#### Vegetables

**1.8 billion servings** (1 serving = 1/2 cup) shipped by U.S. retail operations.



#### Protein

**190+ U.S. retail products** offered with at least 10 percent daily value of protein per serving.



#### Dairy

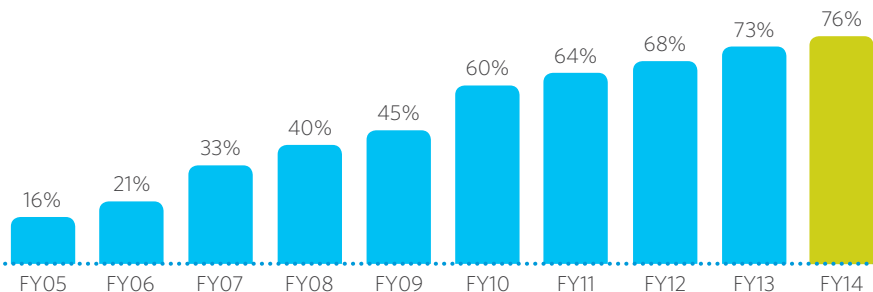
**2 billion servings** (1 serving = 1 8-ounce cup) shipped by U.S. retail operations.



#### Gluten-free

**850+ gluten-free products** offered in the U.S.

### Cumulative\* health metric achievement U.S. RETAIL PRODUCTS



\*products are counted only one time even if improved more than once

“Everything we do starts with our consumers and is rooted in our commitment to giving them food that meets their values and their needs”

– Ken Powell, General Mills Chairman and Chief Executive Officer

## Holistic view of nutrition, health and wellness

### Our products: Unique portfolio, global impact

- **Healthy:** General Mills products – including vegetables, cereal, yogurt, soup and grain snacks – contribute to overall health and wellness.
- **Accessible:** We make nutritious foods convenient and accessible to consumers in more than 100 countries on six continents.
- **Expertise:** Our more than 50 years of nutrition expertise drives continued enhancements to our product portfolio.



### Our practices: Promote healthy lifestyles

We promote healthy lifestyles that balance consumption and activity in our workplaces and communities around the world. We communicate responsibly about our products.

**Workplaces:** We invest in our employees' health and wellness (learn more in the [Workplace](#) section of this report).

**Communities:** We raise awareness and invest in helping children achieve a balance of good nutrition and physical activity. Learn more on page 36 and in the [Community](#) section of this report.



## Our approach: invest & innovate

Our focus on health, nutrition and wellness helps drive business growth

**Investment in research:** We invest in research and development (R&D) to help improve the health profiles of our products. Since 2004, we have increased R&D spending on health and wellness by 59 percent. Our nutrition science research helps us better understand the relationship between food, health and wellness as we enhance our product portfolio.

### Investment in new businesses:

Consumers – with their varying tastes and

preferences – are at the center of everything we do. Our consumer-first approach drives General Mills' focus on expanding our portfolio to meet diverse consumer needs and make healthy food more accessible. Expanding the variety of our product offerings is one way we put consumers first. In October 2014, we completed our acquisition of Annie's, Inc., a leading U.S. producer of branded organic and natural food products. Annie's joins General Mills' U.S. natural and organic products portfolio, which includes the *Cascadian Farm*, *Muir*

*Glen*, *LÄRABAR*, *Food Should Taste Good*, *Immaculate Baking*, *Liberté* and *Mountain High* brands.

General Mills is now the fourth-largest U.S. natural and organic food producer.\*

In May 2014, we expanded our Small Planet Foods business in Canada, bringing a growing portfolio of organic and natural foods to Canadian consumers. While two Small Planet Foods brands – *LÄRABAR* and



*Food Should Taste Good* – have been sold in Canada for some time, *Cascadian Farm* is new to the Canadian market. We continue to look for opportunities to make a variety of foods available to consumers around the world.



△ *Cascadian Farm's* Canadian debut includes seven products: Two cereals and five granolas, including two flavors of protein granola – the first organic pea-protein products in Canada.

**History:** General Mills has a long history of health and nutrition stewardship. We established a nutrition department more than 50 years ago to strengthen the company's expertise in nutrition science. Since 1963, our nutrition team has led the formulation of General Mills' health strategy. In 1998, we launched the Bell Institute of Health and Nutrition (see story below) as a resource for research and communications both within our company and across the food industry.

**Quality:** We use only quality ingredients, which contribute to good tasting, nutritious food. Taste and quality are key drivers of consumer food consumption. While consumers are focused on health and wellness, they will not accept compromises to the great taste they have come to expect from General Mills. We have

found the most successful approach to improved nutrition is a series of small, incremental changes. We continue to apply this approach across our business.

#### Leadership and governance:

Operationally, responsibility for product development and marketing lies within the R&D and marketing organizations. The Executive Vice President of Supply Chain, and the Executive Vice President of Innovation, Technology and Quality are responsible for consumer health and safety, and product and service labeling. Responsibility for marketing communications is held by the Chief Marketing Officer. The Bell Institute reports directly to the Executive Vice President of Innovation, Technology and Quality. The Bell Institute also reports regularly to the Public Responsibility

Committee of the Board of Directors, which oversees the company's health and wellness strategy. Health improvements to our product portfolio are included in the performance objectives for our Chief Executive Officer and his direct reports.

We benefit from the guidance of our global Health and Wellness Advisory Council, a group of leading external health and nutrition experts. The council meets

two times per year to provide input. Its members bring their perspectives from academia and research institutes and challenge us to continually advance health and wellness strategies and practices. We have had an external scientific advisory council since 1989.

**"Consumers are broadening their perspective and thinking more holistically about the role that food plays in their overall health and wellness. General Mills is innovating to deliver products that link nutrition with health and promote wellness while providing great taste."**

– Maha Tahiri, Vice President, General Mills Chief Health and Wellness Officer and leader of the Bell Institute of Health and Nutrition

## Global Bell Institute of Health and Nutrition

The Global Bell Institute of Health and Nutrition influences General Mills' product development and leads our global health and nutrition strategy. The Bell Institute is comprised of doctorate- and master-level scientists and registered dietitians who are committed to the development of quality products that nourish lives and contribute to healthy living. With

backgrounds in nutrition science, public health, clinical nutrition and food science, Bell Institute experts provide guidance to General Mills business teams and health influencers around the world. This team brings together capabilities in scientific research and health communications for the benefit of our customers, consumers, the food industry and nutrition communities.

#### Global scientific research:

Members of the Bell Institute collaborate with leading scientists from universities around the globe to further research in nutrition and health. From 2004-2014, the Bell Institute contributed to over 100 scientific publications. The Bell Institute contributes to the advancement of scientific understanding on a variety of important health

topics, including: whole grains, digestive health, vascular health, weight management, micronutrients and breakfast.

#### Global health communications:

The Bell Institute develops science-based educational materials for health influencers about health and wellness topics. It also sponsors continuing education programs to advance the knowledge of health and



foodservice professionals. The Bell Institute also helps ensure that all of General Mills' health and nutrition claims are accurate and comply with government and corporate nutrition regulations and policies.



## General Mills key brands around the world

General Mills produces and markets more than 100 consumer brands in more than 100 countries on six continents. Listed here are many of our key brands in major markets around the world. The majority of our sales occur in developed economies; according to the United Nations, developed regions and countries include North America, Europe, Japan, Australia and New Zealand.



### Western Europe

- Betty Crocker
- Green Giant
- Häagen-Dazs
- Jus-Rol
- Knack & Back
- Nature Valley
- Old El Paso
- Pillsbury
- Yoplait

### North America

- Annie's
- Betty Crocker
- Bisquick
- Bugles
- Cascadian Farm
- Cheerios
- Chex
- Cinnamon Toast Crunch
- Fiber One
- Food Should Taste Good
- Fruit by the Foot
- Gold Medal
- Green Giant
- Helper
- LARABAR
- Lucky Charms
- Muir Glen
- Nature Valley
- Old El Paso
- Pillsbury
- Progresso
- Total
- Totino's/Jeno's
- Wheaties
- Yoplait

### Latin America

- Betty Crocker
- Diablitos Underwood
- Frescarini
- Green Giant
- Häagen-Dazs
- La Salteña
- Yoki
- Bugles

### China

- Häagen-Dazs
- V. Pearl
- Wanchai Ferry

### India

- Pillsbury Atta
- Parampara
- Green Giant
- Häagen-Dazs
- Betty Crocker
- Nature Valley

### Australia

- Latina
- Betty Crocker
- Nature Valley
- Old El Paso



## Our strategies and actions

### 1 Provide quality nutrition and wellness

- A** Deliver nutrition to millions of consumers
- B** Improve product health profiles and offer nutritious new products
- C** Contribute to wellness and meet diverse consumer needs

### 2 Champion global food safety

- A** Expand food safety leadership
- B** Partner to increase food safety

### 3 Educate consumers

- A** Promote wellness
- B** Support responsible marketing

## 1 Provide quality nutrition and wellness

### 1A Deliver nutrition to millions of consumers

#### Provide products that boost nutrient intake

General Mills has a long history of providing a broad array of convenient, affordable, nutritious foods to help consumers meet key health and nutrition recommendations. We believe food plays a key role in overall health and wellness.

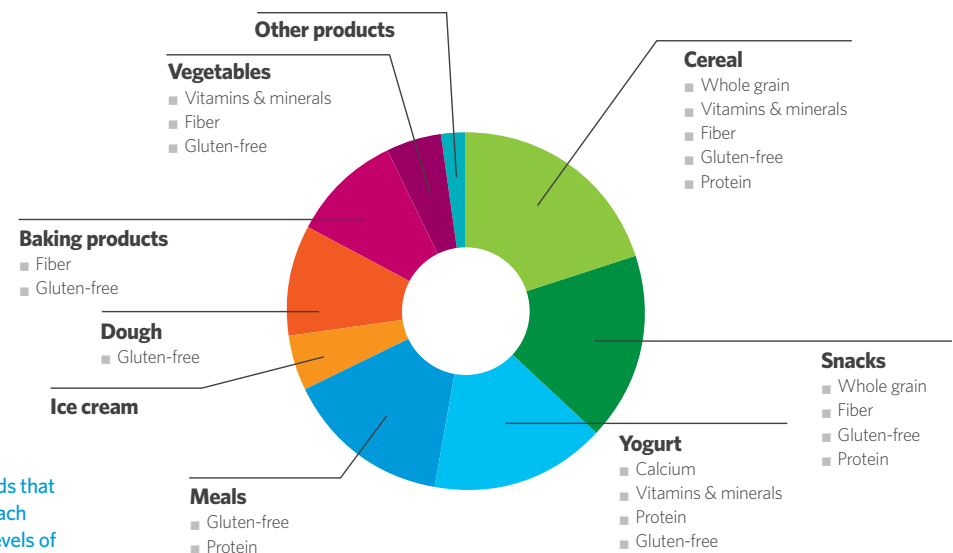
**Challenge:** Many people's diets are lacking in key nutrients and food groups.

**Our role:** Our portfolio offers a range of products that deliver key nutrients and food groups. General Mills has been an industry leader in enriching foods with nutrients in the United States since the 1940s.

Research shows that enriched and fortified foods make a substantial contribution to the nutrient intakes of consumers.

► Our global product portfolio includes a variety of foods that contribute to consumers' health and wellness. Within each product segment, we offer options containing varying levels of the benefits indicated.

#### Benefits across our global product portfolio





## 1B Improve product health profiles and offer nutritious new products

Increase nutrients in key food groups while reducing sugar, sodium, fat and calories

### ★ Progress

**U.S.:** 76 percent of U.S. retail sales volume nutritionally improved since 2005 (18.5 percent in fiscal 2014).

**International:** 170+ products nutritionally improved in fiscal 2014.

**Canada:** 208 products nutritionally improved since 2010 (70+ in fiscal 2014).

**Challenge:** During the past three decades, rates of obese and overweight adults and children have increased dramatically. The fundamental cause of obesity is an energy imbalance between calories consumed and calories expended.

**Our role:** Around the world, we are reformulating our recipes and making progress toward our healthier product commitments. We believe nutritious foods made with quality ingredients contribute to overall health and wellness.

**U.S.:** More than 850 of our products have been nutritionally improved since 2005; see the “U.S. Health Metric: A decade of nutritional improvements” graphic on the next page for details.

**International:** We completed nutritional improvements to more than 170 active products in fiscal 2014 – nearly double the amount of products reformulated in 2013.

**Europe, Australia and Asia:** Since 2010, our efforts to improve the profile of foods sold in our Europe and Australasia region have resulted in 48 percent of the total portfolio being health improved, not including CPW and Yoplait products. In 2014 alone, total and saturated fat were reduced in the category leading brands *Old El Paso*, *Latina* Pasta and *Betty Crocker*, while sodium was reduced in *Old El Paso*, *Green Giant* vegetables and *Latina* Pasta. At the same time we continue to expand our range of whole grain and healthier snacks via the *Nature Valley* brand. Demonstrating our commitment to clear nutrition labeling, we continue to voluntarily provide nutrition highlights on the front of all packages, where space allows, across Europe and Australia. The nutrient content per portion is compared to guideline levels for the entire day, helping people understand how these foods fit within their total daily diet. Learn more on pages 37-38 about our commitment to providing clear nutrition information on our packaging.

**U.K.:** As part of our pledge associated with the [Public Health Responsibility Deal](#), a set of voluntary agreements covering food, physical activity and health at work that was developed and is managed by the U.K. Department of Health, our products do not contain artificial trans fat and we are proceeding with our sodium reduction program.



△ Around the world, we improve the health profiles of our products and introduce nutritious new products.

**Australia:** As part of the [Healthier Australia Commitment](#), General Mills and other companies have made a voluntary pledge to collectively reduce sodium, saturated fat and energy (calories, measured by kilojoules, to address calorie consumption) in products. The commitment also includes educating consumers about balanced diets and healthy, active lifestyles and promoting employee wellness.

**Canada:** We continue to make improvements to our product portfolio. In 2010 we began to carefully map out a plan to add nutrients of importance and reduce nutrients of concern across all of our recipes. Since 2010, 208 products – representing 45 percent of our 2014 sales volume and 39 percent of our total product portfolio – have been nutritionally improved or launched with a strong nutrition profile. In fiscal 2014 alone, 71 products representing about 13 percent of our



△ Some of the many products in Canada that we have improved or launched with strong nutrition profiles.

portfolio qualified for our “health improved” criteria in Canada, with meaningful increases in nutrients targeted for increased consumption or decreases in nutrients that are over-consumed in the Canadian population. These achievements help improve diet quality in areas such as whole grain, fiber, sodium and heart-healthier fats.



# U.S. Health Metric: A decade of nutritional improvements

**76 percent** of our fiscal 2014 U.S. retail sales volume was comprised of products that have been nutritionally improved since 2005.

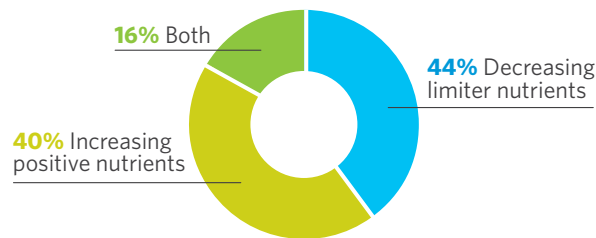
**850+ products** – about half our current U.S. retail products – meet Health Metric criteria.

**200+ products** have demonstrated continuous nutritional improvement by undergoing more than one reformulation over 10 years.\*

\*Along our Health Metric journey of continuous, step-wise improvements, more than 200 products were included more than once in the Health Metric from 2005-2014, typically by undergoing more than one reformulation. A product's volume is counted only one time, even if it was improved more than once.

## Inclusion in the Health Metric

Products meet guidelines for increasing positive nutrients, decreasing limiter nutrients or both.



### Increasing positive nutrients\*\*

**Whole grain:** 125 products  
**Dietary fiber:** 90 products  
**Vitamins & minerals:** 198 products

\*\*New products that meet Health Metric formulation guidelines, or positive nutrients increased by 10 percent or more.

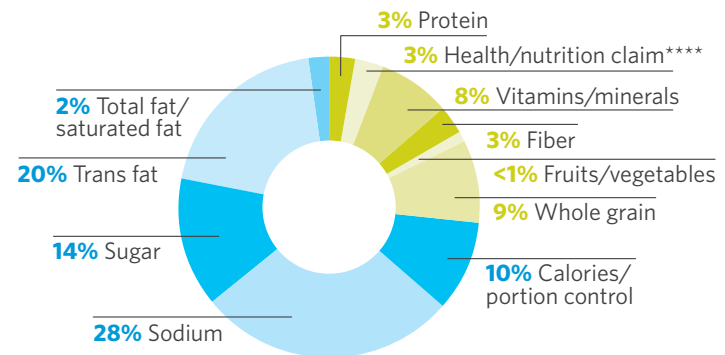
### Decreasing limiter nutrients\*\*\*

**Calories/portion control:** 122 products  
**Sodium:** 324 products  
**Trans fat:** 211 products  
**Sugar:** 98 products

\*\*\*New products that meet Health Metric formulation guidelines, or limiter nutrients decreased by 10 percent or more.

## Drivers of nutritional improvements

U.S. retail products FY05-FY14



\*\*\*\*health/nutrition claims include gluten free, heart health claims

## U.S. Health Metric product improvement guidelines



### Reducing

Reducing calories, fat, saturated fat, trans fat, sugar or sodium by **10 percent** or more.



### Increasing

Increasing beneficial nutrients – including vitamins, minerals and fiber – by **10 percent** or more.



### Formulating

Formulating products to include at least a half-serving of whole grain, fruit, vegetables, or low or nonfat dairy.



### Formulating/reformulating

Formulating/reformulating products to meet specific internal requirements, including limiting calories, and meeting health or nutrition claim criteria as defined by the U.S. Food and Drug Administration (FDA).



## Improve health with whole grains



### Impact

**U.S. – 100 percent:** Every Big G cereal contains more whole grain than any other single ingredient and at least 10 grams of whole grain per serving; more than 20 General Mills cereals deliver at least 16 grams.

**International:** Most global cereal brands offered by CPW now have at least 8 grams of whole grain per serving; CPW is working to increase levels of whole grain so it is the main ingredient in all CPW cereals.

**Challenge:** Nine out of 10 Americans do not get the recommended three servings of whole grain each day. On average, most Americans consume less than one serving of whole grain daily.

**Whole grain benefit:** Research shows that eating whole grains as part of a healthy diet can help improve heart health, weight

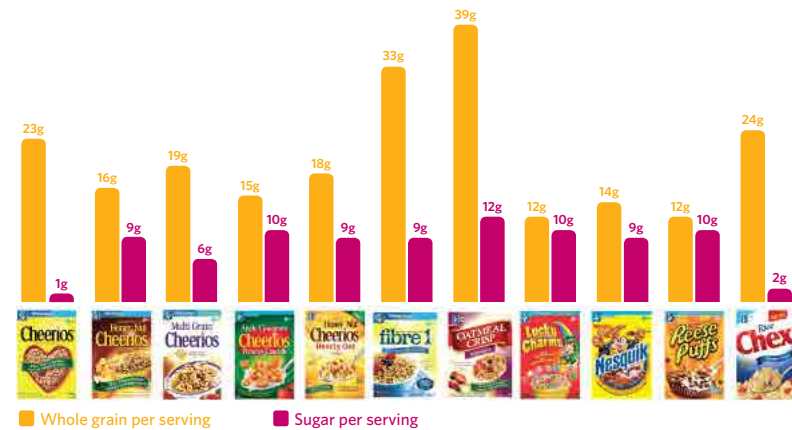
management and diabetes management while reducing the risk of some cancers.

General Mills products deliver whole grains to consumers around the world, including the examples below.

**U.S.:** In fiscal 2014, General Mills shipped more than 240 billion grams of whole grain in our U.S. retail products. That's more than 15 billion 16-gram servings. Whole grain contributions came primarily from cereal and grain snacks, but whole



◀ Among the cereals packed with whole grains introduced in 2014 were gluten-free Vanilla Chex with 10 grams of whole grain and 8 grams of sugar and MultiGrain Cheerios Dark Chocolate Crunch with 15 grams of whole grain and 9 grams of sugar per serving.



◀ In Canada, each of our breakfast cereals has more whole grain than sugar in each recipe.

## Why eat cereal?

**Weight management:** People who eat cereal tend to have healthier body weights and lower cholesterol levels.

**Whole grain:** Cereal is a leading source of whole grain for Americans, including children. Since 2003, our Cereal Partners Worldwide (CPW) joint venture with Nestlé has increased global consumption of whole grain by more than 3.4 billion servings. Research has shown that people who eat cereal consume more whole grain and eat less cholesterol and fat.

**Nutrients:** Cereal contributes vital nutrients to the diets of children,

including more than 20 percent of the recommended daily value of folate, vitamin B6 and iron intake. People who eat cereal have better intake of key nutrients, including fiber, calcium and vitamin D. More than 30 percent of the milk consumed by children ages 4-12 is consumed with cereal. For children, cereal and milk deliver more than 10 percent of calcium and 20 percent of vitamin D to their diets each day.

**Low fat:** Most cereal is low in fat.

**Low calorie:** Cereal accounts for only 3 percent of caloric intake and only

4 percent of the dietary intake of sugar of American children. Fifteen percent of Americans skip breakfast on a typical day, yet breakfast – including ready-to-eat cereal – contributes less than 20 percent of daily calories.

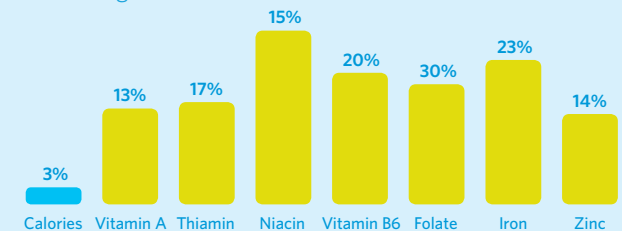
**Value:** A serving of cereal with milk costs about US 50 cents on average, making cereal one of the most inexpensive and efficient ways to get key vitamins and minerals into people's diets.

Learn more about the benefits of cereal.



## Cereal provides key nutrients for children

Percent of daily intake of selected nutrients provided by cereal, children ages 4-12



Centers for Disease Control and Prevention (CDC). National Center for Health Statistics (NCHS). National Health and Nutrition Examination Survey data. Hyattsville, MD: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, 2011-12 <http://cdc.gov/nchs/nhanes>.

grain was also provided by flour, certain baking mixes, granola-topped yogurt and some of our refrigerated baked goods.



**Canada:** All our breakfast cereals contain at least 10 grams of whole grain in each

serving. Whole grain outweighs the amount of sugar in each recipe.

**CPW:** In 2014, CPW increased the whole grain in its recipes by more than 3.4 billion servings. CPW has introduced more whole grains than any other ingredient in 95 percent of the volume of its cereals targeted to children and teenagers.

◁ We offer foods containing whole grains in many of our product categories.



## Adding whole grains

We continue to introduce new products with more whole grains. General Mills introduced Multi-Grain *Cheerios* Ancient Grains containing quinoa, oats and two wheat varieties, spelt and kamut. The product was launched in Canada in July 2014 and in the U.S. in January 2015.



## Cereal Partners Worldwide nutritional improvements

Our Cereal Partners Worldwide (CPW) joint venture with Nestlé makes and markets cereals such as *Fitness*, *Cheerios*, *Chocapic* and *Nesquik* globally outside North America. CPW is the second-largest cereal provider in the world. As part of its Global Nutrition Commitment, CPW

announced specific targets in October 2012 for nutritionally improving about 5.3 billion portions of breakfast cereals in more than 140 countries by boosting the amount of whole grain, increasing calcium, and reducing sugar and salt in its recipes. CPW has made significant

progress against this commitment, with 88 percent of global sales volume achieving the commitment criteria.

▷ CPW is increasing whole grain and calcium in cereals while reducing sugar and sodium.



## Improving school meals

At General Mills, we recognize the importance of healthy school meals and their role in improving student achievement. Hunger and malnutrition have negative effects on students' ability to concentrate, learn and perform as well as their behavior and participation in the classroom. That's why our foodservice business is passionately committed to providing healthy, balanced foods that meet school nutrition standards and appeal to kids, since the food can't nourish them if they don't eat it. In the U.S., we updated some of our products to meet revised U.S. Department of Agriculture (USDA) standards for K-12 school meals, effective July 2012. Under these standards, school meals must include more fruits, vegetables and whole grains, items with zero grams of trans fat, and meet specific calorie ranges and sodium targets. All of our products for the school market contained zero grams trans fat per serving, and

more than 96 of our products meet the whole grain-rich requirements. In 2014, we introduced new school menu items, including *Nature Valley*™ Crisps. In addition to food, we provide school foodservice staff with educational material and training.

### Alternative breakfasts for students:

For the past six years, General Mills Foodservice has helped schools boost breakfast participation through the National Dairy Council Fuel Up Breakfast grant program, which has awarded US\$425,000 to more than 150 schools since 2009. Schools use the funds to add alternative ways to serve breakfast outside of the cafeteria, giving more kids access to a



healthy breakfast and improve opportunities for learning.

◁ *Nature Valley*™ Crisps meet USDA school meal standards.

## Improve health by increasing beneficial nutrients

### ★ Impact

**Fiber:** Our *Fiber One* brand offers 45 fiber-added products, including cereal, snacks and baking mixes.

**Protein:** More than 190 U.S. retail products contain at least 10 percent of the daily value of protein per serving – 12 percent of U.S. retail products in fiscal 2014.

**Calcium:** Calin+ yogurt is fortified with calcium.

**Challenge:** Many people lack key nutrients in their diets. Most Americans do not get enough calcium or vitamin D. Studies show that about nine out of 10 American



kids do not consume enough vitamin D, and about four out of 10 do not consume

◀ *Fiber One*



△ *Fiber One* products help consumers add more fiber to their diets.

enough calcium. Calcium promotes healthy bones and teeth, yet almost 60 percent of U.S. women do not get the recommended amount of calcium.

**Our role:** We increase beneficial nutrients in our product portfolio, including vitamins, minerals and fiber. Our products also include whole grain, fruit, vegetables, and low-fat or nonfat dairy.

**U.S.:** In fiscal 2014, we shipped approximately 57 billion grams of dietary fiber through our U.S. retail products, including cereal, snacks, flour, fruits and vegetables; 1.8 billion 1/2 cup servings of vegetables through our *Green Giant*,

*Cascadian Farm* and *Progresso* products – 1.5 billion through our *Green Giant* products alone; and more than 2 billion 8-oz. (227-gram) servings of low fat and nonfat yogurt products.

**France, Belgium, U.K., Ireland and Sweden:** *Calin+* yogurt available in France, Belgium, U.K., Ireland and Sweden, is



enriched with calcium and vitamin D to support bone health.

◀ *Calin+* yogurt

**CPW:** CPW is increasing calcium in cereals for kids and teens to at least 15 percent of the recommended daily allowance (RDA) of 800 milligrams (based on the RDA in the EU and considered the most commonly accepted level around the world). As of December 2014, 88 percent of CPW cereals for kids and teens had achieved the committed target of at least 15 percent of the RDA of calcium per serving.



### Why consume vegetables?

**Nutrients:** American adults get more than 20 percent of daily fiber, potassium and vitamin C from vegetables.



**Low in calories:** Vegetables contribute less than 10 percent of total daily calories.

**Need:** Less than 10 percent of people get the recommended amount of vegetables each day.



### Why eat yogurt?

**Nutrients:** Yogurt provides protein, calcium, potassium and other important nutrients. *Yoplait*® Original

contains 20 percent of the daily value of calcium and vitamin D in each cup.

**Healthy weight:** Research indicates that adults who eat yogurt are less likely to be overweight and consume

more essential nutrients such as calcium, vitamin D and potassium.\*

◀ Learn more about the benefits of yogurt.

\*Source: U.S. National Health and Nutrition Examination Survey, 2009-2010, adults ages 19 and above. Yoplait is a registered trademark of YOPLAIT MARQUES (France) used under license.





## Deliver healthy, portable snacks

### ★ Impact

60 percent of grain snacks offered by our U.S. retail operations in fiscal 2014 contained at least 10 percent of the daily value of dietary fiber per serving.

41 percent of those snacks contained at least 8 grams of whole grain per serving.

23 percent of those snacks contained both – at least 10 percent of the daily value of dietary fiber and at least 8 grams of whole grain per serving.

**Challenge:** Consumers seek snack foods more than ever, yet the nutritional value of snacks varies widely. Increasingly, consumers look for snacks with protein, fiber, whole grains, or a full serving of a fruit or vegetable. According to a recent market research study by NPD Group, U.S. consumers eat traditional snack



△ Nature Valley snacks – including granola bars, protein bars, nut bars and breakfast biscuits – provide convenient, portable nutrition for consumers.

foods – particularly snacks with a perceived health benefit – in between and at main meals. Snack foods eaten at main meals are expected to grow approximately 5 percent over the next five years, especially in better-for-you categories such as refrigerated yogurt, bars and fresh fruit. When enjoyed in moderation, snacks can contribute to a healthy, balanced diet.

**Our role:** General Mills offers better-for-you snack products around the world. Examples of our healthy, portable snacks are featured below.



△ Yoplait® yogurt is a good source of calcium.



People who snack have higher nutrient intakes compared to non-snackers. Snacks can be a source of important nutrients. More than 20 percent of the daily fiber, calcium, potassium and vitamin C Americans consume comes from snacks.\*



△ LÄRABAR blends fruits, nuts and spices. All 16 LÄRABAR flavors are free of gluten, dairy and soy.



△ All Nature Valley Crunchy Bars have at least 8 percent of the daily value of dietary fiber and contain at least 8 grams of whole grain per serving.



△ New Nature Valley Greek Yogurt Protein Bars contain at least 10 percent of the daily value of dietary fiber.



△ Nature Valley Oatmeal Squares all contain more than 5 percent of the daily value of dietary fiber, and at least 10 grams of whole grain per serving.



△ All regular size Fiber One Chewy Bars contain 35 percent of the daily value of dietary fiber and at least 6 grams of whole grain per serving.



△ All Fiber One 90 calorie brownies contain 20 percent of the daily value of dietary fiber and 90 calories per serving.

## Reduce sugar

### ★ Impact

**Big G cereals:** 100 percent of General Mills cereals marketed to children contain 10 grams of sugar or less per serving.

**CPW cereals:** 91 percent of CPW's volume of brands popular with kids and teens has achieved the committed sugar reduction targets.

**Yogurt:** We have reduced the average amount of sugar across our kid yogurt products by more than 25 percent since 2007.

**Snacks:** We reduced sugar by 17 percent in *Betty Crocker Fruit Gushers* and *Betty Crocker Fruit Shapes* in fiscal 2014.

**Granola bars:** We reduced sugar by 30 percent across our line of *Nature Valley Chewy Trail Mix* bars.

**Challenge:** USDA Dietary Guidelines for Americans recommend that consumers reduce calories from added sugars. Global food and beverage companies are being challenged to reduce the amount of sugar in products.

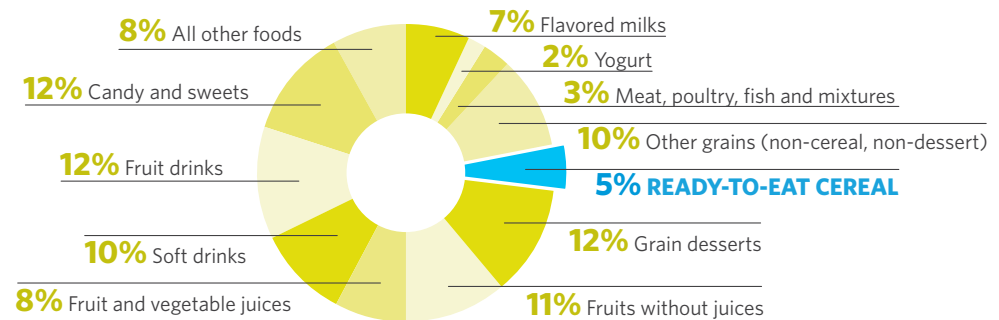
**Our role:** General Mills continues to reduce sugar across our global product portfolio.

**U.S.:** Since 2007, we have lowered sugar levels in Big G kid cereals by 16 percent. In fiscal 2014, 43 Big G cereals and 13 *Cascadian Farm* cereals had single-digit levels of sugar per serving. More than 75 percent of our cereals have 9 grams or less of sugar per serving and 100 percent of our children's cereals have 10 grams of sugar or less per serving.\*

**Canada:** We achieved a sugar reduction of at least 10 percent in 2014 across the line of *Nature Valley Trail Mix Chewy Granola bars*, *Oatmeal Crisp cereal*, *Pillsbury Toaster Strudel*, *Pillsbury Turnovers*, *Betty Crocker Fruit Gushers* and *Fibre 1 Chocolatey Fudge brownies*.

### Food sources of total sugar

CHILDREN AGES 4-12



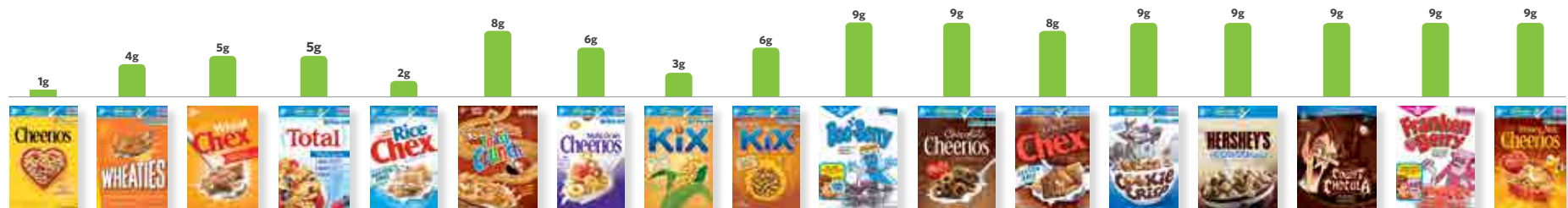
△ Ready-to-eat cereals account for a relatively small amount of children's sugar consumption.

United States Department of Health and Human Services. Centers for Disease Control and Prevention. National Center for Health Statistics. National Health and Nutrition Examination Survey (NHANES), 2009-10.

**CPW:** As of December 2014, 91 percent of CPW cereals targeted for children and teens had achieved the committed sugar reduction target of 9 grams or less of sugar per serving. In 2014, CPW removed more than 17,400 tons of sugar from its children's and teenagers' breakfast cereal brands included in the commitment. CPW is

reducing sugar content by up to 30 percent in brands such as *Nesquik*, *Chocapic*, *Honey Cheerios*, *Lion* and *Milo* as well as more than 15 other Nestlé branded breakfast cereals.

## Cereals at single-digit sugar levels



\*Children's Cereals: Sugar by the Pound, Environmental Working Group, May 2014; see [EWG.org](http://EWG.org)



## Improve health by reducing sodium

### ★ Commitments

**U.S. commitment:** Reduce sodium by 20 percent across top 10 retail product categories by 2015.

**U.K. commitment:** Reduce sodium in food to help consumers reach the 2.4 grams per day maximum recommended daily intake.

**Australia commitment:** Reduce sodium by 25 percent by 2015 (collective industry goal as part of Healthier Australia Commitment).

**Challenge:** USDA Dietary Guidelines for Americans recommend that consumers reduce their sodium intake to less than 2,300 milligrams – about 1 teaspoon of salt – per day.

**Our role:** General Mills has a broad commitment to reducing sodium in our products around the world while meeting consumer taste requirements. We have a team of researchers dedicated to reducing sodium in foods through gradual reductions.

**U.S.:** In 2008, General Mills committed to trim sodium by 20 percent in our top 10 product categories by 2015, including cereals, frozen pizza, refrigerated dough products, canned vegetables, dry dinners, baking mixes, side dishes, soups and savory

snacks. Many of our product categories have made significant progress and exceeded this goal. General Mills continues working toward this commitment with sodium reductions across our product portfolio. For example, we reduced sodium by 10 to 20 percent in 33 of our *Pillsbury* refrigerated biscuits and sweet rolls.



refrigerated biscuits and sweet rolls.

◀ We reduced sodium in our *Pillsbury* biscuits and many other U.S. products.

**UK:** We continue to reduce sodium in our products as part of the Public Health Responsibility Deal. In fiscal 2014, we reduced sodium content in our foods, including tortillas and vegetables, by 63 percent from the previous year. As of 2014, we have achieved the following Public Health Responsibility Deal compliance: 100 percent of our *Old El Paso* tortilla chips; 64 percent of our *Jus Rol* and *Old El Paso* breads and rolls; 33 percent of our *Jus Rol* and *Betty Crocker* morning goods; and some of our *Green Giant* products meet sodium reduction guidelines. We have removed 178,650 kilograms of sodium from the market since 2012.



◀ We have reduced the sodium content of many of our *Jus-Rol* products in the U.K.

**Europe:** We have made significant sodium reductions in our major European product brands. We reduced sodium by at least 25

percent in *Green Giant* sweet corn varieties containing added salt. We also lowered sodium levels in our tortillas, including reducing sodium by at least 30 percent in *Old El Paso* corn and whole wheat tortillas; and reducing sodium, total fat and saturated fat by at least 20 percent in our *Old El Paso* flour and salsa tortillas.

**Green Giant.**



◀ We significantly reduced sodium levels in our *Old El Paso* tortillas in Europe and Australia.

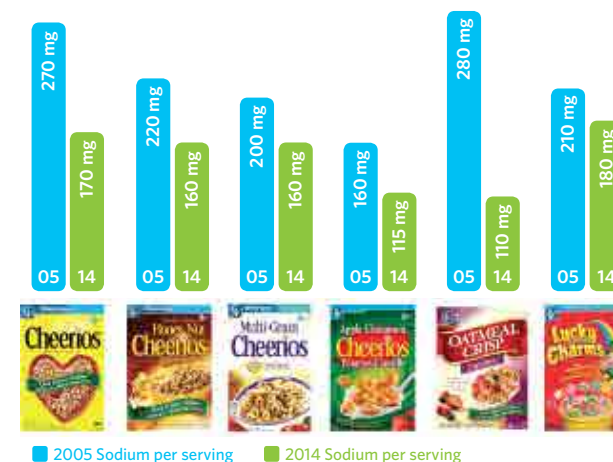
**Australia:** We continue to make sizable reductions in sodium across several of our key Australian brands, including *Old El Paso* and *Latina*, which represent 80 percent of our business

in Australia. We reformulated our *Old El Paso* tortillas to reduce sodium by 32 percent while improving softness and flexibility. These improved tortillas were launched in December 2014. We also reduced sodium significantly in approximately two-thirds of our *Latina* pasta products – 17 products now have from 10 to 40 percent less sodium.



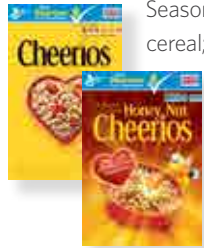
△ Many of our *Latina* pasta products contain less sodium.

## Sodium reduction - cereal



◀ In Canada, we have reduced the amount of sodium in many of our cereals.

**Canada:** We reduced sodium by at least 10 percent in our *Old El Paso* Taco Sauces and



Seasoning Mixes; *Cheerios* cereal; *Honey Nut Cheerios* cereal; *Pillsbury* Pizza Crust, Country

.....  
◀ We reduced sodium in these cereals across Canada.

Biscuits and Flaky Rolls; and *Betty Crocker* Low Fat Fudge Brownies. In our *Pillsbury* Cinnamon Rolls, we reduced total fat and sodium by 10 percent. In six varieties of *Hamburger Helper* and *Tuna Helper*, we decreased sodium, total fat, saturated fat and trans fat by at least 10 percent.

**CPW:** As of December 2014, 100 percent of cereals for kids and teens had achieved

the committed sodium reduction target of 135 milligrams or less of sodium per serving. CPW removed more than 590 metric tons of salt from its children's or teenagers' breakfast cereals in 2014.

## Improve health by reducing fat

### ★ Impact

**93 percent of U.S. retail products** labeled as zero grams trans fat, **57 percent contain less than 1 gram saturated fat per serving** and **50 percent contain less than 3 grams total fat per serving.**

.....  
**100 percent of U.K. products** contain zero grams trans fat from partially hydrogenated oils.

**Challenge:** While dietary fats are essential for energy, nutrient absorption and to support cell growth, many people consume more fat than they need. USDA Dietary Guidelines for Americans recommend that adults ages 19 and older limit their total fat intake to 20-35 percent of their daily calories. The guidelines also recommend that people consume less than 10 percent of calories from saturated fatty acids (by replacing them with monounsaturated and

polyunsaturated fatty acids) and keep trans fatty acid consumption as low as possible by limiting foods that contain synthetic sources of trans fats, such as partially hydrogenated oils, and other solid fats.

**Our role:** General Mills has successfully reformulated a number of products to reduce or remove trans fat, saturated fat and total fat while maintaining the quality and taste consumers expect.

**U.S.:** In fiscal 2014, more than 1,400 of our U.S. retail products (93 percent of our portfolio) were labeled zero grams trans fat per serving, about 950 products (57 percent of our portfolio) contained 1 gram or less of saturated fat per serving and more than 800 products (50 percent of our portfolio) contained 3 grams or less of total fat per serving. Since 2008, more than 300 General Mills U.S. retail products have undergone trans fat reductions of at least 10 percent per serving. We continue to reduce our use of partially hydrogenated oils. For example, all *Betty Crocker* Rich & Creamy Frosting, *Totino's* Party Pizzas and Pizza Rolls snacks, *Pillsbury* Refrigerated Sugar Cookies, *Pillsbury* Refrigerated Chocolate Chip Cookies and *Pillsbury*



Refrigerated Peanut Butter Cookies are now labeled zero grams trans fat per serving.

.....  
◀ *Totino's* Pizza Rolls

**U.K.:** We have achieved our goal of removing trans fat (partially hydrogenated oils) from our products, meeting the trans fat elimination target of the U.K. Public Health Responsibility Deal pledge. In addition to these ingredient selection and reformulation efforts, we have put in place nutrition standards ensuring continued absence of trans fat from our products in the U.K.

**Europe:** We reduced total fat and saturated fat by at least 12 percent in three *Betty Crocker* cookie and muffin products. As noted in the sodium section of this report, we also reduced total fat, saturated fat, and sodium by at least 20 percent in our *Old El Paso* flour and salsa tortillas.



.....  
◀ *Betty Crocker* Chocolate Chunk Muffin Mix

**Canada:** We have achieved significant reductions in trans fat, saturated fat and total fat in our products. Examples of 2014 reductions include: trans fat reduced by at least 60 percent in two varieties of *Betty Crocker* Brownie Mix with Frosting; total fat and sodium reduced by at least 10 percent reduction in *Pillsbury* Cinnamon Rolls; total fat and saturated fat reduced by at least 10 percent in *Pillsbury* Crescents; saturated fat reduced by 10 percent in *Pillsbury* Ready to Bake! Cookies; and total fat reduced by 25 percent and sugar reduced by 20 percent in *Fibre 1* Brownies – Chocolatey Fudge. As noted in the sodium section of this report, we also decreased total fat, saturated fat, trans fat and sodium by at least 10 percent in six varieties of *Hamburger Helper* and *Tuna Helper*.



.....  
◀ In Canada, we reduced the amount of fat and sugar in our *Fibre 1* Brownies.

## Improve health by reducing calories

### ★ Impact

**575 General Mills U.S. retail products (35 percent) have 100 calories or less per serving.**

**990 General Mills U.S. retail products (60 percent) have 150 calories or less per serving.**

**6.4 trillion calories trimmed from U.S. food by a coalition of partners, of which General Mills is a part, through the Healthy Weight Commitment Foundation.**

**Challenge:** Rising levels of obesity around the world are driven by the energy imbalance between calories expended and calories consumed. Reduction of calories in foods and beverages can contribute to the solution, along with increased physical activity.

**Our role:** From *Green Giant* vegetables to *Fiber One* bars to *Yoplait*® Light yogurt, General Mills offers a variety of options for meals or snacks throughout the day that are lower in calories. We also offer smaller portion options and single-serving packages for consumers seeking portion control.

**Yogurt:** We offer a variety of lower-calorie dairy options, including 21 flavors of *Yoplait*® Greek 100, that provide two

times the protein of regular yogurt at 100 calories and a Weight Watchers PointsPlus® value of 2 points per serving.

**Soup:** *Progresso* Light soups also carry an endorsement from Weight Watchers. The 22 varieties contain 100 calories or less per serving.

**Cereal:** More than 50 of our U.S. retail cereal products have 130 calories or less per serving.



.....  
◁ A serving of *Fiber One* cereal contains 80 calories.



.....  
△ General Mills offers a variety of low-calorie products that help consumers manage their caloric intake.

## Healthy Weight Commitment Foundation impact: Sales of lower-calorie foods

General Mills is part of a multi-year effort to help reduce obesity, especially among children. Along with 15 other leading food and beverage companies that make up the Healthy Weight Commitment Foundation (HWCF), we pledged to reduce the number of calories in the U.S. marketplace by introducing lower-calorie product options, changing recipes to reduce calories in existing products and reducing portion sizes of single-serve items.



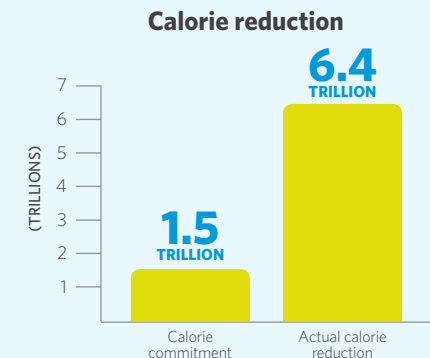
In just five years, HWCF members removed 6.4 trillion calories from the marketplace – more than four times the 1.5 trillion reduction goal, which was exceeded three years ahead of schedule. Those 6.4

trillion calories represent a 78-calorie reduction per person, per day in the U.S.

In October 2014, a study released by the Hudson Institute showed that 99 percent of sales growth for leading consumer packaged goods companies came from lower-calorie foods. Over a period of five years ending Dec. 31, 2012, 16 HWCF companies, including General Mills, increased their sales of lower-calorie products, made those items more available in grocery stores and retail outlets, and promoted them more in-store. While there is still more work to be done, this study reveals that consumer preferences are changing and companies are making more lower-calorie options available.

**Commitments:** We also have made commitments to support health and

nutrition through our membership in the Partnership for a Healthier America (PHA), which we joined in 2009, and the Clinton Global Initiative (CGI). PHA brings together public, private and nonprofit leaders making meaningful commitments and developing strategies to end childhood obesity. CGI convenes global leaders to create and implement solutions to the world's most pressing challenges. To help address childhood obesity, HWCF launched an early childhood education grant program called Smart from the Start, in partnership with National PTA® and Discovery Education, as part of a 2013 CGI commitment. The program will award more than \$500,000 in grants, training and awards as well as healthy living resources to preschoolers and their



families through a network that includes 14,000 schools with pre-kindergarten and Head Start programs. General Mills and other corporate partners are helping to promote this program to consumers via social media and online communications.

## Improve health by offering nutritious new products

### ★ Impact

General Mills delivered healthful new product options across a broad range of categories in a variety of markets in 2014.

We continue to introduce new products containing more whole grains, more calcium, more vegetables and fruit; and reduced sodium, less fat and fewer calories. Five percent of total company sales were from new products in fiscal 2014. We believe a variety of nutritious foods made with quality ingredients are essential for overall health and wellness.

**G4- PR1, FP6, FP7**

# 40+

General Mills International released more than 40 new products with nutritionally advantageous profiles in fiscal 2014.\*

## Cereal



### Chocolate Toast Crunch

12 grams of whole grain,  
9 grams of sugar

**U.S.**



### Fiber One Protein Cranberry & Almonds and Maple Brown Sugar

17 grams of whole grain, 5 grams of fiber, 6 grams of protein (10 percent daily value), 10 grams of protein with milk

**U.S.**



### Nature Valley Protein Crunch Cranberry Almond

At least 16 grams of whole grain, 8 grams of protein

**U.S.**



### Cascadian Farm Buzz Crunch Honey Almond

12 percent daily value of fiber

**U.S.**

## Dairy



### Yoplait® Greek 100 yogurt (three new flavors: apple pie, blueberry, strawberry cheesecake)

100 calories, 2 Weight Watchers Points Plus®, good source of calcium, excellent source of vitamin D, excellent source of protein

**U.S.**



### Yoplait® Light yogurts with toppings (three new varieties: Key Lime Pie with Graham Cracker Crumbles, Boston Cream Pie with Chocolate Crumbles, Coconut Cream Pie with Graham Cracker Crumbles)

Good source of calcium, excellent source of vitamin D

**U.S.**



### Liberte Greek Coconut

Good source of calcium, excellent source of vitamin D, excellent source of protein

**U.S.**



### Liberte Mediteranee (two new flavors: Lime, Orange Mango)

Good source of calcium, excellent source of vitamin D, excellent source of protein

**U.S.**

\*Nutritionally advantageous products include those with more beneficial nutrients, such as vitamins, minerals and fiber, and/or lower amounts of sodium, sugar, fat and/or calories.



## Meals



### Progresso Heart Healthy Southwest Style Black Bean & Vegetable Soup

30 percent less sodium than standard soup, 110 calories, low fat

U.S.



### Progresso Light Chicken & Cheese Enchilada Soup

100 calories per serving, 2 Weight Watchers Points Plus®, at least 33 percent fewer calories and 55 percent less fat than the leading chicken, cheese enchilada flavored ready-to-serve soup

U.S.



### Progresso Light Chicken Corn Chowder

100 Calories per serving, 2 Weight Watchers Points Plus®, at least 33 percent fewer calories than the leading chicken corn chowder ready-to-serve soup

U.S.



### Pillsbury breakfast product line: Rice Dosa

Rice and lentil crepes contain 3 grams of protein per serving and no saturated fat, trans fat or cholesterol

INDIA



### Pillsbury breakfast product line: Rice Idli

Rice and lentil dumplings contain 4 grams of protein and 9 percent daily value of fiber per serving

INDIA



### Betty Crocker pancake mix

9 grams of protein per serving

INDIA



### Latina fresh pasta meal products (two varieties: Low-Fat Pumpkin Ricotta Spinach Cannelloni, Low-Fat Australian Lean Beef Vegetable Lasagna)

97 percent fat-free, single-serve portion

AUSTRALIA

## Snacks



### Chex Mix Popped Sweet & Salty

Contains 50 percent less fat than regular potato chips

U.S.



### Fiber One Fruit Shapes (all flavors)

10 percent daily value of fiber, 100 percent of vitamin C, 80 calories

U.S.



### Fiber One 90 Calorie Lemon Bars

20 percent daily value of fiber

U.S.



### Nature Valley Breakfast Biscuits Blueberry

26 grams of whole grain, long lasting energy claim, good source of fiber with 4 grams of fiber and 5 grams of protein per serving

U.S.

## Healthier indulgences

**Häagen-Dazs**

### Häagen-Dazs Spoon Vege vegetable-fruit blends

Contains vegetables and fruit

JAPAN

# 1C Contribute to wellness and meet diverse consumer needs

Provide products that offer natural, organic and wellness benefits

## ★ Impact

**Organic:** 300+ certified organic U.S. retail products.

**Protein:** 190+ products with at least 10 percent daily value of protein (12 percent of U.S. retail products).

**Gluten-free:** 850+ gluten-free U.S. retail products.

General Mills puts consumers first as we work to offer a broad range of products to meet diverse consumer needs and preferences. Consumers globally are increasingly focused on the role of food in their overall health and wellness. Definitions of wellness vary by consumer – some seek foods that are gluten-free or rich in protein, while others want products that contain fewer ingredients or foods that are certified organic, for example.

G4-PR1, FP6, FP7

## Lactose-free



**Yoptimal yogurt**

Probiotic; low in fat and saturated fat; good source of calcium and vitamin D

**CANADA**

## Organic

General Mills offers a variety of products in our organic portfolio, which includes *Cascadian Farm*, *Muir Glen* and some *Annie's* and *Green Giant* products. Examples of our organic product offerings include:



**Cascadian Farm**

Cascadian Farm Organic Graham Crunch  
**U.S.**



**Muir Glen**

Halley Diced Tomatoes  
**U.S.**



**Annie's**

Organic Macaroni & Cheese  
**U.S.**



**Green Giant**

Organic sweet corn  
**FRANCE**

## Protein

More than 50 percent of U.S. consumers want to add more protein to their diets. General Mills offers protein-rich foods across a variety of product segments, including the examples below.



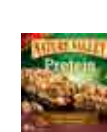
**Cheerios Protein**

First-ever protein-fortified Cheerios product; each serving offers 11 grams of protein with milk  
**U.S.**  
(JUNE 2014)



**Cascadian Farm Protein Granola**

10 grams of protein per serving, first mainstream organic protein granola made from pea protein  
**U.S., CANADA**  
(CANADA IN JULY 2014)



**Nature Valley Protein bar**

11 grams of protein per serving; good source of fiber  
**CANADA, U.K.**  
(U.K. IN JANUARY 2015)

## Gluten-free

More than 25 percent of U.S. adults and up to 28 percent of Australians are trying to cut back on the amount of gluten in their diets. General Mills will be expanding our leadership in gluten-free products with the introduction of gluten-free Cheerios in September 2015.



**Gluten-free Cheerios**

New gluten-free varieties include *Cheerios*, Honey Nut *Cheerios*, Multi-Grain *Cheerios*, Apple Cinnamon *Cheerios* and Frosted *Cheerios*  
**U.S.**  
(SEPTEMBER 2015)



**LÄRABAR RENOLA**

First nationally distributed, grain-free granola; made with simple ingredients, including nuts, fruit and seeds  
**U.S.**  
(JUNE 2014)



**Food Should Taste Good Brown Rice Crackers**

Made with simple ingredients, including gluten-free grains like sesame, quinoa and amaranth  
**U.S.**  
(JUNE 2014)



**Betty Crocker gluten-free baking mixes**

Contains no artificial colors, flavors or preservatives; products have endorsement from Coeliac Australia  
**AUSTRALIA**  
(SEPTEMBER 2014)

## Allergen focus



**Nature Valley lunchbox granola bars**

Made in a peanut-free facility; meets Canadian nutrition standards for snacks brought to school  
**CANADA**



## Expanding General Mills' organic practices

Increased focus on health and wellness has become a driving force in consumer culture.\* Along with the growing emphasis on the role food plays in overall health and wellness, consumers want to know more about the ingredients in their foods – where they come from and how they are grown and processed. Demand for organic and limited-ingredient products has moved into the mainstream along with evolving consumer preferences.

**Our commitment:** Over the past 15 years, General Mills has steadily expanded our portfolio to provide more choices for consumers and improved the sustainability of environmental practices in our supply chain. We now offer a mix of certified organic and limited-ingredient cereals, yogurt, vegetables, fruit products, snacks, meals and baking products. Our commitment to these businesses runs deep – we recently created an organic Center of Excellence to advocate for the community of consumers, partners, suppliers and farmers of our organic foods. Through this resource, we are connecting and learning together, expanding our organic practices, and advancing our capabilities.

**Our brands:** In 2000, General Mills acquired Cascadian Farm and Muir Glen. These established

and respected organic foods providers brought valuable perspective, insights and practices that have influenced the rest of our business. For example, organic farming methods for growing *Cascadian Farm* vegetables are now being used with some of our *Green Giant* products (see page 62). We have continued to expand our organic, limited-ingredient and non-GMO offerings by adding LÄRABAR, Liberté, Mountain High, Food Should Taste Good, Immaculate Baking and, in 2014, Annie's (see details below).

**Broader impact:** We believe these pairings are a recipe for success – for people and for the planet. The mission and vision that drove the founders of our organics businesses are alive and well today. Now they are thriving inside General Mills,

where our presence across more than 100 countries provides much greater scale and market access. Our teams that work on organic brands and practices incubate ideas that are then adopted and scaled up by the rest of our business with an eye for simplicity, process expertise and distribution networks.

We also listen to our consumers and to the voices of our partners – retailers, suppliers and industry thought leaders. All of these voices help influence how General Mills thinks about food, consumer



△ Organically raised blueberries grow on these bushes at the original Cascadian Farm in Skagit Valley, Washington.

needs and industry trends. Our goal is to provide an expanded range of products to meet diverse preferences in the marketplace.

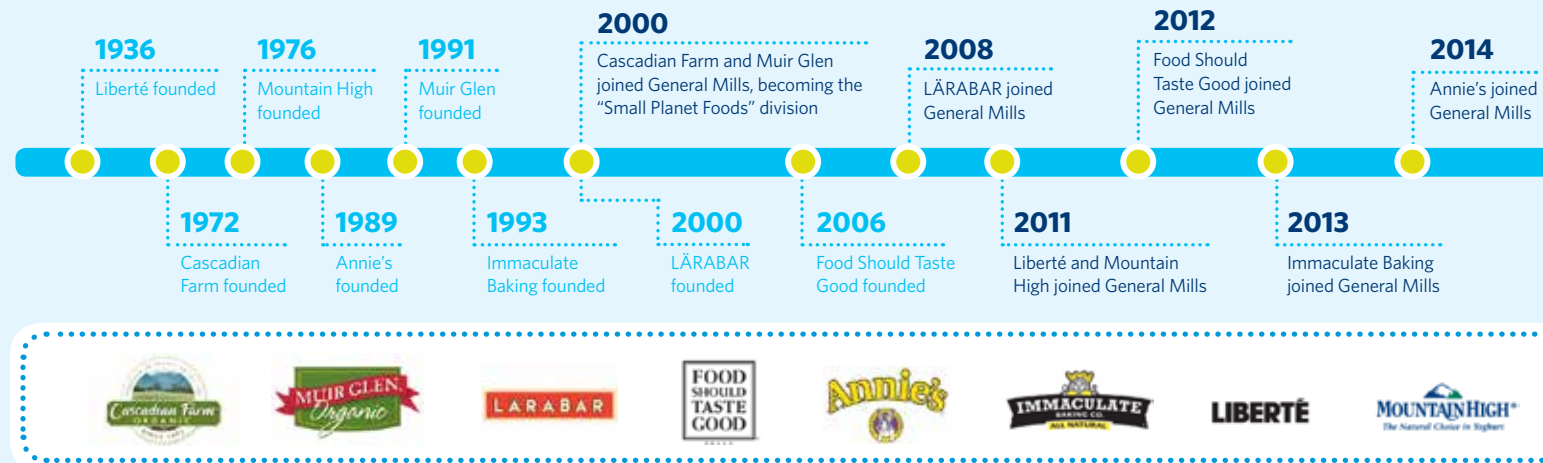
## Deeper insight

For some consumers, the desire to know more about their food includes better insight into where and how the ingredients were grown. Learn more in the [Sourcing](#) section of this report about our commitment to sustainably source the raw materials used in our products – including the environmental, economic and social impacts of our sourcing efforts around the world.

## Scaling up

With the addition of Annie's in 2014, the scale of our natural and organic businesses has grown:

- General Mills is now the fourth-largest U.S. natural and organic food producer.\*\*
- General Mills is now among the top five organic ingredient purchasers – and the second-largest buyer of organic fruits and vegetables – in the North American packaged foods sector.
- General Mills purchased nearly US\$250 million in natural and organic ingredients in 2014, representing about 8 percent of the ingredients for our U.S. retail business.
- We have doubled the organic acreage we support since 2009.



\*According to a 2013 report by The Hartman Group, a market research consulting firm.

\*\*Based on SPINS NPI (Natural Products Industry) food products in combined channels, 52 weeks ending December 18, 2014.

## 2 Champion global food safety

### 2A Expand food safety leadership

Set high standards for prevention, quality and investment

#### Commitment

**US\$14.5 million** food safety spending in 2014 (10 percent of essential capital investment on average each year for food safety-related projects).

**600+** trained quality professionals and **50+** certified quality engineers monitoring food safety worldwide.

**100 percent** of our facilities audited using globally recognized food safety criteria.

**88 percent** of our facilities worldwide audited and/or certified by third parties.

**Challenge:** Keeping food safe in a global economy poses challenges. Public awareness around food safety increased in the aftermath of high-profile incidents of tainted food, such as peanut butter in the U.S. and baby food in China. While those incidents were unrelated to General Mills, we know that consumers want assurance that the food we provide is safe.

**Priority:** Safety is a priority focus area for our company leadership and part of our

#### Hazard Analysis and Critical Control Points (HACCP) process

More than 50 years ago, The Pillsbury Company (prior to acquisition by General Mills) developed the HACCP approach with NASA for ensuring food safety. The HACCP approach identifies key stages in production where food safety risks can be minimized or eliminated. Today, HACCP has become the food industry's gold standard and the backbone of many countries' food safety regulations around the world.

culture. Leading with safety – both the safety of our employees in the workplace and the food they make – is one of the key operating principles that guides our work.

#### Building global capacity

**Expectations:** As General Mills' operations expand around the world, we carry with us our commitment to food safety and strict adherence to the food safety processes and expectations we have been developing for more than half a century. Our standards are the same in developed and developing countries, though the food safety challenges vary widely across locations. We tailor our training accordingly, building the capacity to ensure globally harmonized food safety standards.

**Collaboration:** Our investment in food safety education around the world includes our suppliers, partners, industry peers and regulators. Food safety leadership is a differentiator for General Mills, but not an area of competition. We freely share our best practices, emerging areas of concern and regulatory activities to help raise standards industrywide. We work with industry consortiums, partners and government agencies to advance food safety. For example, in Brazil (where we acquired the Yoki food business in fiscal 2013), we helped build local food safety capacity by piloting the [Global Food Safety Initiative \(GFSI\)](#) global markets program to help suppliers in Brazil prepare for future GFSI certification. In 2014, we partnered with the [Grocery](#)

#### Legacy of food safety leadership

##### 1950s

Established raw material vendor management program

##### 1960s

Established food safety, quality and regulatory policies and standards

##### 1970s

Developed food safety program for quality engineers at production facilities

Hazard Analysis and Critical Control (HACCP) process developed

##### 1980

Established food safety regulatory affairs role

##### 1996

Pioneered food allergen labeling on all products

##### 2006

Established internal food safety training academy

##### 2008

Initiated global food safety supplier schools

##### 2013

Surveyed employees about global food safety culture

**Manufacturer's Association (GMA)** to launch and chair a Food Safety Training Share group focused on best practices among all food manufacturers. We believe that food safety is non-competitive and that we will raise the quality and consistency of food safety training across the industry by discussing current best approaches, leveraging common materials and sharing successful methodologies. In 2013, we partnered with DuPont – a globally recognized leader in workplace safety – to conduct a survey to assess human and food safety at our facilities worldwide. Now we are expanding our work with DuPont and regulators to develop a common language for ranking facility risk.

**Sanitation:** Proper sanitation is a foundation of food safety and an area where General Mills has developed significant expertise. Our Global Sanitation Center of Excellence trains General Mills teams as well as our suppliers and co-producers. Sanitation is a key focus area for all stakeholders, so we also share our expertise with customers, regulators and others in the food industry. Our sanitation efforts extend from the proper design and construction of facilities and equipment to promote thorough cleaning to the rigorous sanitation processes and validation procedures necessary to ensure safe food. At our frozen foods facility in Belvidere, Illinois, for example, our Sanitation Center of Excellence team worked with plant employees to create a streamlined, cost-effective solution that improves sanitation while reducing damage to equipment and production downtime, helping to increase production capacity. We emphasize and invest in training focused on sanitation and sanitary design

principles. In fiscal 2014, the Sanitation Center of Excellence provided sanitary design principles training internally and externally via multiple venues. More than 650 General Mills sanitarians, engineers and food safety leaders globally received sanitary design principles training in a variety of learning formats. Externally, we partnered with the [American Frozen Food Institute \(AFFI\)](#), [Association of Food and Drug Officials \(AFDO\)](#) and GMA to help provide training about General Mills standards promoting sanitation best practices.

## Global systems

**Expertise:** Our food safety systems focus on prevention, intervention and response. We apply this approach systematically on a global scale.

**Planning:** We integrate food safety into all our processes, beginning with R&D and extending across our supply chain. Our 1,500 R&D employees incorporate food safety considerations when planning for new products to evaluate and eliminate potential food safety risks. Our Food Safety Board includes senior leaders from across our supply chain, R&D, legal and quality and regulatory organizations as well as

subject matter experts in areas ranging from microbiology to consumer product usage. This board provides guidance and risk management review to ensure that we design food safety into our products.

**Surveillance:** We are committed to mitigating and eliminating potential food safety risks. Our surveillance programs monitor risk and provide early detection to minimize any impact when food safety issues are identified.

**Internal verification and validation:** We conduct internal risk-based surveillance and food safety testing at each General Mills facility. Our processes also undergo many layers of review. Our Global Internal

Audit team periodically audits the effectiveness and efficiency of Quality and Regulatory Operations' internal controls and operating procedures. This risk assessment is reported to the company's Global Governance Council and Board of Directors. General Mills' rigorous internal review of food safety procedures exceeds standard industry practices.

### External verification and certification:

All General Mills facilities (excluding Yoki sites) are audited under globally

recognized food safety schemes. More than 88 percent of our facilities worldwide – including our company-owned plants and co-production sites – are audited and/or certified by an independent third party, according to publicly available standards. GFSI certification is a voluntary endeavor, managed by the Consumer Goods Forum, undertaken by food industry leaders to promote a harmonized approach to managing food safety across the industry. The certification of General Mills' facilities is an additional assurance that our existing, robust food safety systems continue to evolve and improve. Across General Mills, we have achieved GFSI certification of 63 percent of our company-owned production facilities, indicating they meet global standards for food safety management recognized in more than 150 countries. We will continue to pursue GFSI certification with a goal of certifying all General Mills-owned facilities by 2020. Globally, 71 percent of our co-production sites and 43 percent of our ingredient supplier sites also are GFSI certified.

**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

◁ Our international supply chain, quality and regulatory teams focus on employee leadership to achieve zero losses in the areas of food safety and employee safety. Learn more in the Workplace section of this report.



.....  
◁ Our incident-free focus applies to the safety of our food and our employees. Learn more about employee safety in the Workplace section of this report.



requirements. Our approach to selecting, auditing and training suppliers helps ensure the safety of the raw materials we use to make our products (see story 2B).

**Action:** As a prevention step, we regularly conduct mock recalls at our warehouses, production facilities and co-production sites worldwide. Results are shared annually as part of a global report. We conducted five voluntary recalls in fiscal 2014: two in the United States, two in Australia and one in Canada, all of which were limited in scope and amount of product impacted.

**Consumer response:** All General Mills products around the world contain labeling with basic nutrition facts, and almost all branded products provide General Mills contact information, including phone numbers, web sites and addresses. When consumers contact us with questions or concerns, that data is systematically collected and tracked, offering a powerful early warning system for any food safety risks. We monitor that data daily and respond rapidly when food safety questions arise. We work with regulatory agencies and local governments to take appropriate

action when needed. We also use this consumer response system to help deliver the products consumers want – we first identified interest in gluten-free products, for example, based on consumer inquiries. In 2014, we continued the global expansion of our consumer feedback system.

## Governance and auditing

**Detailed policies:** Governance of General Mills' food safety and regulatory matters begins with a corporate policy signed

by our Chief Executive Officer. This corporate policy is further supported by an additional set of 16 detailed policies with accompanying standards and guidance documents providing more granular requirements. These food safety policies are developed by a global team involving subject matter experts relevant to the policy. Policies are signed by the senior leader(s) in the functions primarily responsible for assuring compliance. These global policies cover a broad range of food safety areas, including: regulatory compliance; trace and recall; labeling;



"As the leader of our Global Supply Chain organization, I expect every employee to Lead with Safety – that means protecting the safety of our employees and the safety of our food. With every package of every product in every market where we operate, we are making a promise to our consumers to deliver safe and wholesome food. I believe that we need to continually earn that trust and every employee across our Global Supply Chain shares that same commitment." – John Church, Executive Vice President, Global Supply Chain, General Mills



## Food safety academy launched in China

General Mills China established a Food Safety and Public Science Education Academy in July 2014 in cooperation with the Chinese Institution of Foods Science and Technology. The academy offers a comprehensive curriculum aimed at strengthening applied technical knowledge in core food safety, quality and regulatory topics within China. The academy provides

training to internal General Mills functions – including R&D, quality, marketing, logistics, purchasing, plant and shop operations and audit – and to external partners, including suppliers, co-packers and logistic partners. The breadth of this training emphasizes that food safety is essential part of every job at General Mills and beyond – touching all parts of the food supply chain.

◀ The General Mills R&D center in China contributes to food safety improvements.

## General Mills recognized with food safety award

In 2014, General Mills received the Outstanding Contribution in Food Safety and Public Health in China award. Award organizers included China Capital Business Daily and Ecolab Inc. with technical support from the Chinese Institution of Foods Science and Technology.



claims; physical, chemical and biological hazards; transportation; and good manufacturing practices and sanitation. These policies form the framework for internal audits conducted by our Global Internal Audit team. We set high standards and we have one set of policies and standards across the globe. Our target is ensuring our food is defect-free and achieving 100 percent compliance. Verification is a key component as we audit against a single set of standards and strive to be fair and firm on ratings. Our metrics drive common standards and speak to the desired outcome.

**Leadership:** The Vice President of Quality and Regulatory Operations has direct accountability for food safety. The Global Internal Audit team periodically validates that our food safety processes and controls are in place and operating effectively. The company's Global Governance Council conducts a quarterly review of risk, which includes food safety.

## Strategy: People and processes

**Expertise:** Our food safety formula begins with people – our team of experienced

food safety professionals – supported with adequate resources and guided by clearly defined processes. From board certified toxicologists to quality engineers, our people have the expertise to make informed food safety decisions from product design through consumer use.

**Training:** We continually refine our training approach through our global centers of excellence focused on key food safety requirements, such as sanitation, quality engineering and auditing. We provide comprehensive, consistent training through our global online training academy with materials in English, French, Mandarin

Chinese, Portuguese and Spanish. In fiscal 2014, we conducted the first Auditor Academy within our Quality and Regulatory Operations team to help improve our ability to identify and fix issues and prevent food safety problems from occurring; a second session took place in Brazil in November 2014.

**Global reach:** In addition to onsite food safety teams at each of our facilities and global centers of excellence, we deploy additional resources when needed from across our network.

**G4-FP5, PR1, PR2**

## 2B Partner to increase food safety

Increase supplier and co-producer audits, training and awareness

### ★ Impact

**772 supplier audits conducted in 2014.**

**139 co-producer audits conducted in 2014.**

**35 percent reduction in ingredient suppliers classified as high risk from 2013 to 2014.**

**635 suppliers trained through supplier schools and webinars in 2014.**

**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.

The General Mills Quality and Regulatory Operations team performs direct audits and also encourages third-party audits and/or certification, such as through GFSI, as an additional preventive control measure.

**Supplier training:** Our products are only as safe as the ingredients they include, so General Mills brings together our suppliers around the world to share food safety knowledge and communicate food safety expectations. We conduct supplier schools in classroom settings tailored to the needs of each market. In 2014, we held a supplier school in India, building on the success of our supplier schools conducted in Spain in 2013, China and Thailand in 2012, and the U.S. in 2011. Those seminars addressed topics such as biological and physical hazard controls, allergen management and production

facility sanitization. We have offered 22 training webinars since 2012, reaching more than 1,000 individuals and covering a range of food safety and sanitation

topics. The audits we conduct of supplier facilities provide additional opportunities for individual food safety training.

**FP2, FP5, GR4-PR1**

## Reducing supplier risk globally



# 3 Educate customers

## 3A Promote wellness

Educate consumers around the world about nutrition and fitness



### Projected impact

Nearly 1 million youth reached through *Champions for Healthy Kids* initiatives since 2002.

50 million students and 90 percent of U.S. schools reached by 2020 through the Presidential Youth Fitness Program.

300+ schools with Playworks programs.

30,000 children and 305 programs targeted through early childhood partnership with Nemours.

**Challenge:** Consumers around the world are focused on improving their overall health and wellness. Challenges include obesity and other non-communicable conditions, such as diabetes and cardiovascular disease, that are influenced by lifestyle choices.

**Our role:** We believe that healthy lifestyles include not only a balanced diet but also exercise and activity. For this reason, we take a holistic approach to educating

consumers about nutrition and fitness. To combat the problem of childhood obesity and help children form good lifelong habits, we support programs at the community level, in schools and through early childhood learning centers.

### Promoting nutrition/activity balance

In the U.S., we support initiatives that raise awareness about the importance of balancing good nutrition and physical activity through healthy lifestyle choices – especially for children.

**Champions for Healthy Kids:** Through this signature program, we promote healthy nutrition and fitness for America's youth through community organizations. General Mills' investment has helped nearly 1 million kids with health and fitness education since 2002.

**Presidential Youth Fitness Program:** We helped launch this program in 2012 with the President's Council on Fitness, Sports and Nutrition and our commitment of US\$10 million over six years – the largest single grant in the history of the General Mills Foundation. Our ongoing support

helps cultivate lifelong skills and healthy habits in the fight against childhood obesity through school fitness programs.

**Playworks:** We provided US\$282,500 in 2014 to increase the number of U.S. schools with Playworks, a program that brings trained coaches to schools in low-income communities to facilitate healthy recess and active play.

**Nemours:** Our partnership with Nemours, a nonprofit children's health organization, is helping to reduce the prevalence of childhood obesity and increase healthy



△ Helping young children build healthy habits provides the foundation for more active, healthier lives.



△ Active play contributes to children's overall health and wellness.



eating and physical activity in young children through programs at early childhood centers.

Learn more about these partnerships in the [Community](#) section of this report.

**Dietary guidelines:** General Mills helps promote Dietary Guidelines for Americans through our strategic partnership with the USDA Center for Nutrition Policy and Promotion. As part of this combined effort between government and industry, our Bell Institute of Health and Nutrition helps equip health professionals and consumers with practical nutrition tips in the context of Dietary Guidelines for Americans to help encourage healthy eating habits. Learn more at [ChooseMyPlate.gov](#).

## Promote vegetable consumption

Vegetables are a valuable source of nutrients. American adults get more than 20 percent of their daily fiber, potassium and vitamin C from vegetables, but vegetables contribute less than 10 percent of total daily calories.

Fewer than 10 percent of Americans ages 19 and older get the recommended amount of vegetables each day. To help encourage consumption of vegetables as part of a balanced diet, especially among children, General Mills invests in information campaigns through our *Green Giant* and *Cascadian Farms* brands that go beyond product marketing efforts and encourage families to become more active and make positive changes to improve their diets.

**U.K.:** Introduced in January 2014, the *Green Giant* “One Giant Pledge” program promotes the development of healthy habits. The program is a partnership with Change4Life, a public health campaign that promotes making “smart swaps” toward a healthier lifestyle. The campaign encourages families to make healthy choices about nutrition and increase activity levels to reduce obesity. The One Giant Pledge program has



reached has reached 33.2 million people, including 1,200 who have registered for the pledge and more than 8,000 who have engaged in a live chat with a nutritionist online or interacted with the program through likes, clicks or shares.

**33.2 million**  
people reached by the  
*Green Giant* “One Giant  
Pledge” in the U.K.

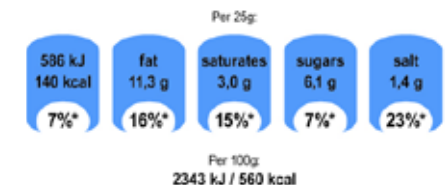


△ **One Giant Pledge asks consumers to make just one small change to their routine to eat better or become more active. Pledge participants receive recipes and tips with ideas for eating more vegetables and controlling portion sizes, along with coupons and prizes.**

**U.S.:** Through our *Green Giant* brand, we have committed to investing US\$550 million to promote vegetable consumption over a three-year period (2014-2017) – with efforts targeted toward encouraging kids ages 2-5 to eat vegetables. The campaign includes an online resource for parents called “the green room” offering kid-friendly recipes, advice and inspiration.

## Provide nutrition information

General Mills’ product packaging provides clear nutrition information for consumers who want access to information that will help them construct a healthy diet. As a member of the [International Food and Beverage Alliance \(IFBA\)](#), General Mills has made a commitment to adopt a new common global approach to nutrition information on pack, including the labelling of calories on front-of-pack, to be implemented by the end of 2016 (see separate commitments listed by geography).



△ **U.K. front-of-pack labeling.**

**Europe:** Fulfilling the requirements of the new European food labeling regulation – the Food Information to Consumers Regulation – every General Mills package has been reviewed and updated. In 2014, 98 percent of General Mills products included dietary reference intake information on the packaging. General Mills aims to provide the highest level of consistency and transparency possible working within packaging constraints. Where space on packages permits, the five-icon format – including energy (calories), fat, saturated fat, sugar and sodium – is displayed. As a minimum on smaller packages we include the energy icon.



△ **Increasing vegetable consumption boosts intake of valuable nutrients.**



**Australia:** To provide consumers with clear, fact-based nutrition information, we are implementing front-of-pack labeling consistent with IFBA requirements. In 2014, more than 68 percent of our products displayed nutrition reference intake information on the front of the package. We continue working to meet the 2016 labeling commitment.

**Canada:** As a member of Food & Consumer Products of Canada (FCPC), General Mills and 33 other food companies in partnership with Health Canada launched the Nutrition Facts Education Campaign (NFEC) in

October 2010. The purpose of NFEC was to increase the usage and understanding of the Percent Daily Value on the Nutrition Facts table. Four years later, the NFEC is taking a new form with participation from retailers through the Retail Council of Canada and the Canadian Federation of Independent Grocers working with General Mills and Health Canada to support one consistent set of messages that will amplify the campaign's impact and increase engagement with Canadian consumers. This next phase of the NFEC, set to launch in May 2015, will have a simple, focused

approach to help increase consumers' understanding and use of serving size information together with the Percent Daily Value on the Nutrition Facts table.

**U.S.:** The majority of our U.S. products now feature front-of-package labeling. The Nutrition Keys are a set of icons adopted by the packaged food industry that provide information about calories, saturated fat, sodium and sugars – designed to make it easier to make informed food choices in the grocery aisle. All our Big G cereal boxes also display grams of whole grain per serving so consumers can see how cereal

helps them meet dietary recommendations. General Mills was the first to use a “contain” statement to highlight allergen information boldly on our product information panels.

**G4-EC1, FP4, FP8, PR3**



△ U.S. Nutrition Keys front-of-package labeling.

## 3B Support responsible marketing

Address advertising to children around the world



### Commitment

**Global: Commitment to International Food and Beverage Alliance pledge.**

**U.S.: Compliance with Children's Food and Beverage Advertising Initiative guidelines.**

**Europe: Compliance with EU Pledge.**

**Canada: Compliance with Canadian Children's Food and Beverage Advertising Initiative guidelines.**

**Singapore: Compliance with Singapore Food and Beverage Industry Responsible Advertising to Children Initiative.**

**Philosophy:** We believe children should be encouraged to consume low-calorie, nutrient-dense foods. Our marketing guidelines and commitments support this philosophy.

**Guidelines:** [General Mills' marketing guidelines](#) underscore our commitment to responsible marketing and advertising by stating that all marketing should respect three key steps to healthier living: balance, moderation and physical activity. We take particular care around advertising directed to children – including prior review by the Better Business Bureau's Child Advertising Review Unit in the United States. We update our marketing guidelines annually to reflect current standards and practices. In August 2014, we introduced new marketing guidelines for fiscal 2015 that feature changes tied to the increasingly global nature of our business and continued

popularity of social media. The guidelines cover both general marketing and child marketing inside and outside of the U.S.

**Review:** General Mills has had child marketing guidelines in place for more than 30 years. The guidelines are reviewed and updated annually by the company's Child Marketing Review Council. These guidelines are reviewed annually with the company's Chief Executive Officer and the Chief Operating Officers of the company's U.S. and International operating units. We adhere to strict internal and industry guidelines in producing and reviewing ads to ensure they are appropriate for the intended audience.

**Global commitment:** As charter members of the [International Food and Beverage Alliance \(IFBA\)](#), we joined other leading food and non-alcoholic beverage companies in a public letter to



△ We have made commitments around the world supporting responsible marketing and advertising to children.

the Director General of the [U.N. World Health Organization](#) in September 2014 communicating a set of [enhanced global commitments](#) that include responsible marketing and advertising initiatives. These new standards encompass commitments around product reformulation and innovation as well as a common global

approach to providing nutrition information on packaging, at the point of sale and through other channels by the end of 2016. The new commitments include 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 enhanced 2014 commitments strengthen that policy in three core areas: media, marketing and harmonized criteria. The new policy covers virtually all media and certain marketing techniques directed at children under 12. Members commit to working toward harmonizing global nutrition criteria to ensure that better-for-you foods are based on robust common standards.

Compliance with IFBA commitments is monitored independently and publicly reported by Accenture annually. General

Mills applies our nutrition standards to products that we advertise to children under the age of 12 everywhere that we operate around the world, including Europe, Latin America, North America and Asia.

**U.S.:** General Mills has been at the forefront of efforts to strengthen the [Children's Food and Beverage Advertising Initiative \(CFBAI\)](#) child advertising nutrition standards. The company is in full compliance with the CFBAI guidelines, which took effect in December 2013. These category-level guidelines apply rigorous nutrition standards for specific food groups, such as yogurt and cereal, consistently across the U.S. food and beverage industry.

**Europe:** As a founding member of the [EU Pledge](#), a voluntary initiative by leading food and beverage companies, General Mills and other signatories, including our cereal joint venture CPW, agree to advertise only products that meet specific

nutrition criteria to kids under 12. In 2014, participants in the EU Pledge implemented uniform category-level nutrition standards and introduced enhanced commitments, which are applicable as of December 2016. These new EU Pledge commitments, presented to the European Commission and key EU stakeholders in November 2014 at the EU Platform for Action on Diet, Physical Activity and Health, cover additional media and, in addition to placement criteria, address the content of marketing communications.

**Canada:** In Canada, we participate in the [Canadian Children's Food and Beverage Advertising Initiative \(CAI\)](#), a voluntary initiative by 18 of Canada's leading food and beverage companies to promote and support healthy dietary choices and lifestyles to children under 12 years of age. General Mills supports the new CAI nutrition criteria announced in October 2014 that establish a single set of guidelines for advertising only better-for-you products in eight food and beverage categories. The new criteria include maximum calories, nutrients to limit and other nutrients to encourage. The new criteria come into effect on Dec. 31, 2015.

**Singapore:** As a signatory to the 2012 [Singapore Food and Beverage Industry Responsible Advertising to Children Initiative](#), General Mills supports the new advertising guidelines effective January 2015 that build upon the industry pledge. Developed through a public-private consortium, the new guidelines require all food and beverage products promoted in marketing

communications targeted at children 12 and younger to meet common nutrient criteria. The guidelines apply to all media platforms.

**Australia:** General Mills is a signatory of the [Responsible Child Marketing Initiative of the Australian Food and Grocery Council](#). While our Australian brands do not specifically appeal to children, we nevertheless adhere to the terms of the code around non-advertising in media primarily directed to children.

**G4-PR6, FP8**



△ We believe children should be encouraged to consume low-calorie, nutrient-dense foods.





# SOURCING

**Our sustainability mission is to conserve and protect the natural resources and communities upon which our business depends.**

**OUR GOAL** is to sustainably source the raw materials we use in our products. We are committed to sustainably sourcing 100 percent of our 10 priority ingredients by 2020 – representing more than 50 percent of our annual raw material purchases. We partner with multi-stakeholder groups to advance sustainable sourcing frameworks, then pilot scalable solutions and share our findings so others can refine their efforts. At the same time, we are improving water stewardship and reinforcing socially responsible practices across our extended supply chain.



## Our strategies

**Increase**  
sustainability  
of ingredients

**Collaborate**  
to improve  
global water  
stewardship











**Advance**  
socially  
responsible  
supply chains



## Overview

**Sustainable sourcing commitment:** In support of General Mills' long-term, sustainable sourcing strategy, we are making progress toward our commitment to sustainably source 100 percent of our 10 priority ingredients by 2020. These ingredients represent 50 percent of General Mills' total raw material purchases. We work with smallholder farmers in developing economies and larger-scale growers in developed economies to address challenges and pursue opportunities unique to each growing region. Through our focus on sustainable sourcing, we are tackling the areas of greatest environmental impact in our supply chain. Nearly two-thirds of greenhouse gas (GHG) emissions and 99 percent of water use occur outside General Mills' operations, primarily in agriculture. We also advance responsible sourcing practices that respect human rights and protect animal welfare. Our efforts extend beyond our priority raw materials. We hold all our suppliers to the same standards we require of our own operations, as detailed in our updated General Mills [Supplier Code of Conduct](#). In October 2014, we joined the [Supplier Ethical Data Exchange](#), further demonstrating our commitment to driving improvements in responsible and ethical business practices across our supply chain.

### Performance dashboard (see sustainability definitions on page 123)

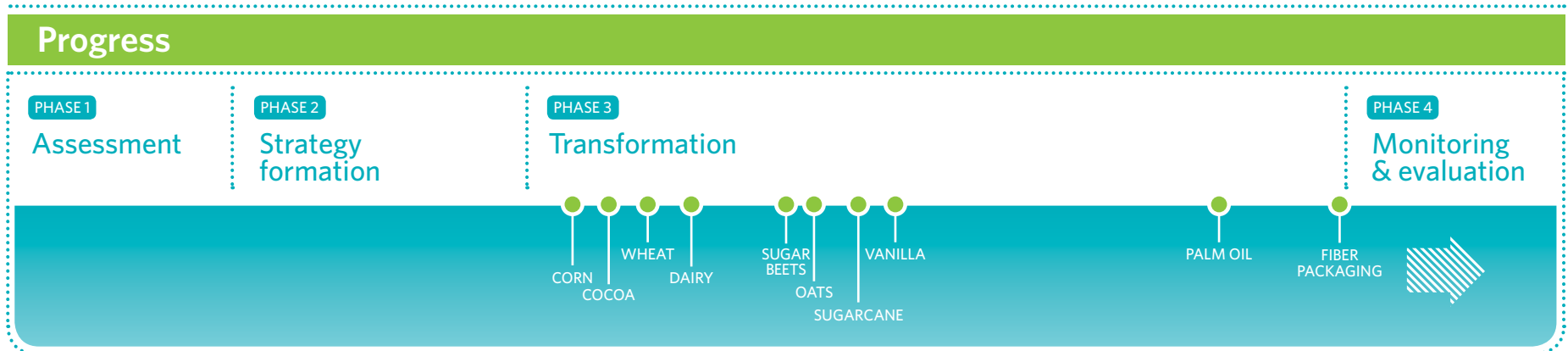
Ingredient	Primary challenges	FY2020 target (% of spend sourced sustainably)	Progress through FY2014 (% of spend sourced sustainably***)
 Vanilla	Smallholder farmer incomes, food security, quality of ingredients	100%	45%
 Cocoa	Smallholder farmer incomes, community economic/social development, education (child labor), deforestation/environment	100%	10%
 Palm oil	Deforestation (biodiversity, endangered species, environmental impact), indigenous peoples' rights	100%*	83%
 Sugarcane	Labor rights (child & forced labor, working conditions); lack of origin visibility due to supply chain complexity	100%	42%
 Oats	Declining supply due to profitability vs. other crops	100%	35%
 U.S. wheat	GHG emissions, water usage, biodiversity	100%	15%
 U.S. sugar beets	GHG emissions, soil loss	100%	34%
 U.S. corn (dry milled)	GHG emissions, nutrient utilization, biodiversity	100%	6%
 Dairy (fluid milk)**	GHG emissions, water usage, water quality, animal well-being	100%	20%
 Fiber packaging	Deforestation	100%	99%

\* Palm oil 100% by 2015; baseline year FY2014 for all ingredients except palm oil (baseline year FY2010)

\*\* Excludes Yoplait International

\*\*\* Progress numbers may vary from year to year due to changes in suppliers, market conditions or improvements in data tracking methodology.

G4-FP2



## Our approach: assess & transform

### Improve the environmental, economic and social impacts of sustainable sourcing

We help move our raw material supply chain toward more sustainable solutions using a range of approaches, including certification, verification, continuous improvement and origin-direct investment. Our approach is tailored for each ingredient and geography, whether we are working with smallholder farmers in developing economies or commodity agriculture in developed economies. We measure and manage the use of water and energy throughout our supply chain; improve the livelihoods of smallholder farmers and their communities through our creating shared value strategy; and advance responsible sourcing practices by respecting human rights and protecting animal welfare.

We have worked with the [World Wildlife Fund](#) (WWF) since 2010 to integrate sustainability into General Mills' supply chain. We conducted a supply risk analysis of our agricultural sourcing and a water risk assessment. In

addition to WWF, General Mills partners with a range of industry groups, including [Field to Market: The Alliance for Sustainable Agriculture](#) and [Bonsucro](#) as well as non-governmental organizations (NGOs) like [The Nature Conservancy](#) (TNC) and the international humanitarian organization [CARE](#) to improve sustainability.

General Mills follows a four-step sustainable sourcing model – assessment, strategy formation, transformation and monitoring/evaluation – to improve the sustainability of the raw materials we use to make our products.

**1. Assessment:** Working with WWF and the [Rainforest Alliance](#), we completed a comprehensive, in-depth assessment of all the raw materials we buy worldwide. Each raw material was measured against dozens of potential risk categories, including animal welfare, child and forced labor,

health and safety of workers, indigenous peoples' rights, deforestation, economic sustainability, fertilizer (nitrogen) use, GHG emissions, soil loss, water quality and water use.

**2. Strategy formation:** We identified the 10 priority raw materials where we can have the greatest impact from a sourcing standpoint and are pursuing strategies for sustainably sourcing these materials: palm oil, fiber packaging, wheat, oats, sugar beets, vanilla, cocoa, dairy, corn and sugarcane.

**3. Transformation:** We achieve the greatest sustainability impact by working with industry partners and NGOs across the supply chain to devise and implement solutions. We pilot projects and communicate the results so we – and others in the industry – can continue to refine our approach.



“What began at General Mills as an incremental approach has burgeoned into a wider embrace of environmental accountability and more sustainable sourcing. General Mills' decisions have been a wake-up call to corporate peers, challenging them to realize that sustainable sourcing is not only good practice, but absolutely vital for their future.”

– David McLaughlin, Vice President of Agriculture, World Wildlife Fund



**4. Monitoring and evaluation:** Our efforts to monitor and evaluate our progress are ongoing. When necessary, we involve third-party auditors to help measure and analyze our results.

**Leadership and governance:** Within General Mills, responsibility for sustainable sourcing lies with the Vice President and Chief Sustainability Officer (CSO) and the Director of Sourcing Sustainability, who reports to the CSO and the Vice President and Chief Purchasing Officer. The CSO reports into the Executive Vice President of Supply Chain and the Senior Vice President of External Relations. In addition to the aforementioned leaders, our Sustainability Governance Committee includes: the Chief Executive Officer; Chief

Financial Officer; Executive Vice President of Innovation, Technology and Quality; Executive Vice President of U.S. Retail Operations; Senior Vice President, Sales and Channel Development; and Executive Vice President, International. Board oversight occurs through regular sustainability updates to the Public Responsibility Committee. The General Mills Director of Sourcing Sustainability plays a leadership role in key industry initiatives, and serves as Chair of the board of Field to Market: The Alliance for Sustainable Agriculture. Additionally, members of the General Mills sustainable sourcing team participate in other initiatives, such as the Sustainability Council of the [Innovation Center for U.S. Dairy](#), the [Roundtable on Sustainable Palm Oil \(RSPO\)](#), Bonsucro and the Sustainability Consortium.

**G4-15, 42**



△ The content in this section relates primarily to the Agriculture and Transforming phases of our value chain. For a more detailed view of our value chain, see page 7.

**G4-12**

## General Mills raw material sourcing



■ 80% developed economies  
■ 20% developing economies

△ More than 80 percent of the raw materials General Mills purchases are sourced from developed economies – countries with higher per capita income, literacy and life expectancy, greater export diversification and integration into the global financial system. According to the United Nations, developed regions include North America, Europe, Japan, Australia and New Zealand.

## Our strategies and actions

### 1 Increase sustainability of ingredients

- A** Promote sustainable practices with smallholder farmers in developing economies
- B** Encourage sustainable agricultural practices
- C** Extend sustainability efforts beyond priority raw materials

### 2 Collaborate to improve global water stewardship

- A** Foster and engage in watershed stewardship

### 3 Advance socially responsible supply chains

- A** Respect human rights in our supply chains
- B** Increase supplier diversity
- C** Protect animal welfare

# 1 Increase sustainability of ingredients

## 1A Promote sustainable practices with smallholder farmers in developing economies

### Increase sustainability and improve livelihoods through origin-direct investment

In developing economies, we work with smallholder farmers, NGOs and industry partners to pursue sustainable development that addresses economic, environmental and social challenges through our creating shared value strategy. Using this model, we help ensure sustainable sourcing of raw materials while boosting the incomes of smallholder farmers and raising living standards in their communities.

Farmers' typically sell their vanilla beans to local traders; these collectors encourage early harvesting, which negatively affects vanilla quality. As a result, farmers receive a lower price for their crop. Creating direct links between vanilla growers' associations and international buyers of vanilla beans is key to assuring long-term viability of the crop and economic security for farmers. Vanilla grows under the forest canopy, so maintaining vanilla as a viable crop helps prevent deforestation.

**Strategy:** In Madagascar, we are working with vanilla supplier Virginia Dare, the international humanitarian organization

CARE and Madagascar-based NGO Fanamby to improve farmer incomes as well as the quantity, quality and traceability of vanilla. Madagascar is the world's leading producer of vanilla, responsible for more than 90 percent of production, and the primary source of the premium vanilla used in Häagen-Dazs ice cream. By purchasing directly from farmers, we provide economic incentive for them to produce high-quality vanilla beans and encourage future generations to continue growing vanilla.

**Progress:** In 2013, we launched a program in the village of Belambo, located in the northern part of Madagascar's Sava region, to support Fanamby's training of 325 farming families, benefiting more than 1,900 people. The program teaches horticultural practices and trains farmers to expand their skills – and incomes – by learning to cure the vanilla they grow. Vanilla curing expertise helps farmers significantly increase their earnings. Farmers are paid for their crop

▶ We use high-quality vanilla in Häagen-Dazs ice cream.

The majority of the vanilla we purchase is grown and cured in Madagascar's Sava region.



using a mobile phone app, providing security and accessibility in a region without a formal banking infrastructure. In 2013, this farmer co-op represented approximately 10 percent of General Mills' vanilla purchases. In 2014, we extended the program to Antananambo and Ampohibe, two communities in the southern section of the 200-mile-long Sava region. Farmer associations in Belambo, Antananambo and Ampohibe represent 900 growers and their 3,600 family members. Combined, these sites have the capacity to fulfill General Mills' vanilla sourcing needs, positioning us to meet our vanilla sourcing commitment



### Vanilla

**Commitment:** General Mills will source 100 percent of our vanilla by 2020 through origin-direct investment, improving the incomes of smallholder farmers and the quality of ingredients.

**Status:** 45 percent of the vanilla General Mills purchased was sustainably sourced in fiscal 2014.

**Challenges:** The primary risk to the world's long-term supply of vanilla is economic: the ability of smallholder farmers to earn enough from the crop to feed their families.



△ Cured vanilla sourced from smallholder farmers in Madagascar.



prior to 2020. Virginia Dare procured 13 metric tons of vanilla beans from these farmers in 2013 and projects that volume to increase to 16 metric tons from the 2014 crop. Fanamby is collecting data that will be used to create a standardized scorecard

to measure progress, including the economic impact to smallholder farmers and the community and improvements in the yield and quality of vanilla beans.

**Food security:** The General Mills Foundation also supports a CARE-led

effort to improve food security in Belambo. We funded construction of a storage warehouse that provides local families access to rice year-round, regardless of market availability. Farmers use their premium payments from cured

vanilla to purchase rice at lower prices throughout the year, helping improve farmer livelihoods. We will expand the program in 2015 to include farmers in Ampohibe and Antananambo villages.



“At Fanamby, we’re very proud to have connected a large company, such as General Mills, and local farmers to partner and work together toward the sustainable production of vanilla. We’re proud that this partnership contributes to poverty alleviation.” – Serge Rajaobelina, Executive Secretary, Fanamby

## Employee engagement: connecting communities in France and Madagascar

In 2014, employees from our Häagen-Dazs production facility in Arras, France, provided donations to help build a new library and expand the village school in Belambo, Madagascar.

Two employees traveled from Arras to Belambo in October 2014 to help organize books and inaugurate the library for community use. They joined 100 people in digging the foundation

for the new school building that will accommodate 120 additional students from the surrounding area. The three existing school buildings need upgrading, as they serve more than 900

students in primary and secondary grades. Employees also donated four computers for the school and provide ongoing support to maintain equipment, books and school supplies.

Working with the school director, employees are helping to link the Belambo primary school with a primary school in Arras to deepen the connection between these two communities.



△ Isabelle Panckoucke and Pascal Hochedé, employees from our Häagen-Dazs production facility in Arras, France, helped open the new library in Belambo village.



△ Pascal Hochedé from Arras helped dig the new school building foundation.



△ Isabelle Panckoucke led French grammar and vocabulary lessons for students, who learn the Malagasy and French languages at school.



△ Enjoying the sweet result of this connection: Häagen-Dazs ice cream made with Madagascar vanilla.



△ Arras employees helped sort cured vanilla beans. Learn more in this blog post from December 2014.



## Cocoa

**Commitment:** General Mills will source 100 percent of our cocoa by 2020 through origin-direct investment, improving the incomes of smallholder farmers and the quality of ingredients.

**Status:** 10 percent of the cocoa General Mills purchased was sustainably sourced in fiscal 2014.

**Challenges:** Economic viability – ensuring smallholder farmers earn enough from the crop to feed their families – is the major challenge to securing the world's long-term supply of cocoa. Low productivity, crop loss due to pests or disease and degraded soil fertility must be addressed to improve farmer livelihoods and food security in cocoa farming communities. Helping families keep children in school rather than working on cocoa farms also is essential. Cocoa grows under the forest canopy, so maintaining cocoa as a viable crop helps prevent deforestation.

**Strategy:** General Mills partners with the suppliers from whom we source our cocoa ingredients to help improve the economic, environmental and social sustainability of cocoa production.

**Progress:** In Ghana, West Africa, we are working with cocoa supplier Cargill and CARE to form village co-ops in 20 communities as part of a three-year commitment. The goal is to help improve the lives of 2,000 smallholder farmers and the quality and sustainability of the cocoa they grow. General Mills' investment provides farm automation and equipment, training by local agronomists to increase yields sustainably, and grants to improve education and health in these communities. The program tracks cocoa from the farm to the production facility where it is processed and its delivery to General Mills for use as an ingredient in our products. Cocoa yields for the 20 participating communities are expected to grow from 600 tons of cocoa beans in 2014 to 2,500 tons in 2017 – more than a 400 percent increase in three years. In the future, CARE will report progress using a scorecard to consistently measure the impact on each community, including improvements in smallholder farmer incomes, farm productivity and cocoa yields, women's empowerment, children's education and awareness of child labor issues, nutrition and health, and community



services, such as water, sanitation and roads.

▶ **Many General Mills baking products contain cocoa.**



△ **More of the cocoa used in General Mills products is sourced from smallholder farmers.**

In Côte d'Ivoire, West Africa, we partner with cocoa supplier Barry Callebaut to help smallholder farmers grow cocoa more sustainably, increase yields, and improve their incomes and livelihoods. In November 2013, we began sourcing most of the cocoa for our Häagen-Dazs operations in France from a sustainable supply program managed by Barry Callebaut. The program strengthens farmer cooperatives and trains farmers to increase productivity, manage pests and diseases, and improve the quality of their cocoa. The program also educates farmers about the importance of biodiversity and sound labor practices, including child labor issues. In addition, the program may help improve access to education, healthcare and clean water in cocoa farming communities.

**Collaboration:** Cocoa farming is an intensive process. General Mills recognizes that there are systemic labor issues in the cocoa supply chain and while our Supplier

More than 70 percent of the cocoa we purchase is grown in Côte d'Ivoire and Ghana.



**Code of Conduct** prohibits the use of forced labor and child labor, we understand that it will take industrywide collaboration to make improvements. In addition to direct work with our suppliers, General Mills is a member of the [World Cocoa Foundation](#) (WCF), which encourages socially, economically and environmentally responsible and sustainable cocoa farming, reaching more than 540,000 cocoa farmers in Africa, Asia and the Americas. WCF builds partnerships with cocoa farmers, governments and environmental organizations; supports and applies research that improves crop yield and quality; and supports training and education for cocoa farming families.



"We can make a difference, get more profit to cocoa farmers and help them create a more sustainable business model, which will improve the sustainability of the cocoa supply chain." – Carson Funderburk, Director, Supply Chain Leader - Convenience & Foodservice, General Mills





## Palm oil

**Commitment:** General Mills will source 100 percent of our palm oil from responsible and sustainable sources by 2015.

**Status:** 83 percent of the palm oil General Mills purchased was sustainably sourced in fiscal 2014; at the end of 2014, 69 percent of our palm oil volume was categorized as traceable to the extraction mill and responsibly sourced.

**Challenges:** The world's increasing demand for palm oil has led to the expansion of palm plantations and contributed to the deforestation of the world's rainforests. This deforestation is having a negative impact on biodiversity, endangered species and the broader environment. Deforestation is a major contributor to global climate change, accounting for an estimated 15 percent of global greenhouse gas emissions.

Despite being a highly productive crop that can offer a path out of poverty,



△ We continue to increase the percentage of sustainably sourced palm in our products.  
© Proforest

unsustainable palm oil production practices can also threaten the rights of indigenous peoples. Development approaches that include economic opportunities for smallholder farmers around palm refineries have the potential to improve farmer livelihoods and encourage sustainable farming practices while protecting biodiversity.

**Strategy:** General Mills is committed to sourcing palm oil in a socially and environmentally responsible manner. We continue converting our palm oil supply to sustainable sources in order to reinforce the development of certified sustainable palm oil production. 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. We recognize and are very concerned about the ongoing deforestation in palm growing regions. To ensure our purchases do not contribute to deforestation of the world's rainforests, we updated our initial 2010 commitment in our [palm oil policy](#) during 2014.

**Progress:** We are on track to meet our 2015 commitment. In 2014, 83 percent of our palm oil was sourced through sustainable purchases. General Mills also is helping lead the industry toward greater sustainability by moving with our supplier base toward a more traceable supply.

In 2014, we began working with [Proforest](#) to trace our palm oil supply chain, identify sustainability risks and ensure responsible sourcing. Proforest has conducted traceability mapping of our supply chain and commenced the supplier assessment

process. Representatives from Proforest have communicated with all of our palm oil suppliers to ensure they are aware of and fully understand our palm oil sourcing policy. Our suppliers have agreed to provide information relating both to the traceability of their palm oil and the measures that they are taking to ensure compliance with our sourcing policy. All palm oil purchased by General Mills must be supplied in line with these commitments.

At the end of 2014, 69 percent of our palm oil volume was categorized as traceable to the extraction mill and responsibly

Most of the palm oil we purchase comes from Malaysia and Brazil.



## Purchasing of Roundtable on Sustainable Palm Oil (RSPO) certified volumes in 2014

Purchasing region and certificate use	Total General Mills palm purchased (MT)	Amount of mass balanced palm purchased (MT)
North America	35,603	7,030
Brazil	13,432	8,412
Europe	9,486	9,486
China	2,000	0
Australia	423	239
India	204	0
South Africa	<1	0
Argentina	<1	0
<b>Subtotal: mass balanced</b>		<b>25,167</b>
Green palm certificates		25,389
<b>Total: sustainably sourced</b>	<b>61,148</b>	<b>50,556</b>

△ General Mills is addressing GHG emissions due to land use change through sustainable sourcing efforts in key supply chains and growing regions. Our aim is to achieve zero net deforestation in high-risk supply chains by 2020. Learn more in our [Climate Policy](#).





sourced. The mills identified so far are located in Southeast Asia and Latin America. After identifying the relevant supply chains, we are working with Proforest to ensure that each supplier can continue to verify that its palm oil supply complies with our palm oil policy.

We will continue working with Proforest to ensure third-party verification of our palm oil supply. We expect all our palm oil suppliers to confirm their commitment to our palm oil policy by year-end 2015 and to achieve 100 percent traceability of our palm oil supplies by the same date. We are currently on track to achieve

this commitment. Our top three palm oil suppliers are ADM, Agropalma and Bunge.

**Principles:** Although General Mills is a relatively minor user of palm oil, we believe our purchasing practices can help move the industry forward on this issue. General Mills is a member of and supports the principles of [the Roundtable on Sustainable Palm Oil \(RSPO\)](#) and RSPO efforts to encourage and certify sustainable palm oil production practices. To reinforce those principles, General Mills purchases palm oil only from RSPO members – with preference for purchasing RSPO-certified, sustainable palm oil. In addition, we will

source palm oil only from suppliers whose operations meet the following principles:

- Only legal sources.
- No development on high conservation value landscapes or high carbon stock (HCS) forests. While the HCS methodology is being refined by field testing and science review, new plantings should only be established in low carbon stock areas.
- No development on peat lands regardless of depth, and use of best management practices for existing plantations on peat.
- Compliance with the General Mills [Supplier Code of Conduct](#), which describes our expectations in food safety, forced labor, child labor, abuse of labor, freedom of association and collective bargaining, discrimination and harassment, wages and benefits, work hours and overtime, health and safety, environment, and anti-corruption.
- Prevention and resolution of social and/or land conflicts consistent with the principle of free, prior and informed consent.
- Traceability to the extraction mill and validation of fresh fruit bunches.



△ We are committed to achieving zero net deforestation in our high-risk supply chains. © Proforest

**Collaboration:** As part of our commitment, General Mills has integrated responsible palm oil procurement guidelines into our sourcing strategies. As a principled purchaser, General Mills engages its suppliers in direct review of their palm oil production and sourcing practices – and will continue to do so. If an audit or other highly credible source reveals or confirms that a supplier is seriously violating the stated principles, and if that supplier does not acknowledge and immediately move to acceptably remediate the concern, General Mills will move to suspend or eliminate palm oil purchases from the supplier in question. We support transparency relative to palm production and expansion and will regularly update our progress. We will encourage our suppliers to do the same.



△ We are working with Proforest to trace our palm oil supply chain. © Proforest



“Proforest is partnering with General Mills in order to ensure that the company’s palm oil sourcing commitments are implemented. That work includes mapping palm oil supply chains to origin, wherever possible, and understanding any sustainability risks. These insights will help General Mills meet its commitment to exclude palm oil from unacceptable sources and source only from responsible and sustainable sources.” – Neil Judd, Director, Proforest



## Sugarcane

**Commitment:** General Mills will source 100 percent of our sugarcane by 2020 from responsible and sustainable sources.

**Status:** 42 percent of the sugarcane General Mills purchased was sustainably sourced in fiscal 2014.

**Challenges:** Labor rights are a major concern in the sugarcane supply chain, including issues of child and forced labor as well as working conditions related to worker health, safety and hours. Sugarcane is produced predominantly in tropical and subtropical geographies around the world. In Brazil, the origination point for approximately two-thirds of all global sugarcane exports, agricultural development during the last decade has resulted in large-scale operations with increased mechanization. In many other parts of the world, however, poor labor practices persist. Another challenge is the lack of origin visibility due to the complexity and regulations of the supply

chain into the United States, which accounts for 85 percent of General Mills' global sugarcane purchases. U.S. regulations require certain amounts of sugar to be sourced from specific countries.

**Strategy:** We are increasing our knowledge about the origins of the sugarcane we purchase through our membership in [Bonsucro](#), an international organization focused on improving the environmental, social and economic sustainability of sugarcane production and processing, including certification using the Bonsucro standard. General Mills joined Bonsucro in 2013.



△ We focus on improving the environmental, social and economic impacts of sugarcane production and processing in our supply chain.

**Progress:** In 2014, we began to identify the numerous potential sugarcane origin locations in our supply chain and assign a risk rating. General Mills is a relatively small purchaser of sugarcane from any one market. We work with Bonsucro and [AIM-PROGRESS](#) to strengthen the sugarcane supply chain. Together, we are encouraging suppliers to conduct gap analyses as the first step toward certification using the Bonsucro production standard. This standard focuses on legal compliance; biodiversity and ecosystem impacts; human rights; and the production and processing of

More than 80 percent of the sugarcane we purchase comes from refineries in North America.



- 1 Brazil
- 2 Mexico
- 3 United States

sugarcane. Our major sugarcane suppliers include Cargill, Domino and Imperial.

**Collaboration:** In March 2014, General Mills joined a group of AIM-PROGRESS members to better understand recent improvements in labor conditions in the Dominican Republic. The Dominican Republic has a high quota under sugar regulations that control the amount of raw sugar imports into the U.S., which affects our sugarcane supply chain. We continue to evaluate opportunities for advancing industrywide initiatives for sustainable sugarcane, including improving production methods and conserving natural resources.

**G4-EC7, EC8, EC9, LA15, HR5, HR6, HR8, HR11, SO1, FP4**



“General Mills actively engages with Bonsucro. By embracing our partnership, we work collaboratively to create positive action plans within the supply chain to achieve a sustainable sugarcane sector.”

– Natasha Schwarzbach, Head of Engagement, Bonsucro



## 1B Encourage sustainable agricultural practices

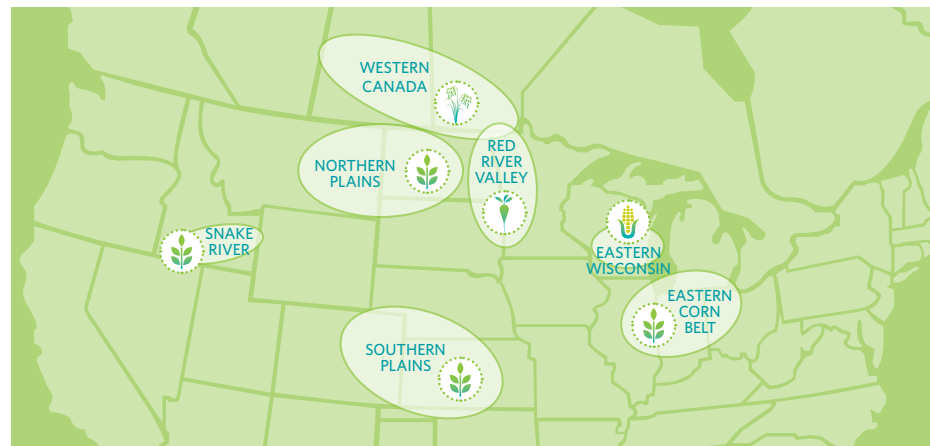
### Collaborate with growers to increase sustainability of North American row crops

**Strategy:** We work with industry groups, our suppliers and North American growers to increase the sustainability of row crops, including the following General Mills' priority ingredients: oats, wheat, sugar beets and corn. We are increasing sustainability by reducing the environmental impact of agriculture through continuous improvement, demonstrated by measuring year-on-year improvements compared to baseline data.

**Framework:** In the U.S., we partner with Field to Market: The Alliance for Sustainable Agriculture and our suppliers to help growers leverage the Field to Market framework for gathering data about how their farming practices influence natural resources and outcomes on their farms (see map on this page for details about growing regions and rotation crops). Using this framework, farmers collect information about efficiency of land use, soil conservation, water use, energy use and GHG emissions. We have a similar partnership with Serecon in Canada. As of 2014, more than 100 growers were participating across North America.

**Rotational crop analysis:** We work with farmers to increase sustainability of the entire crop rotation in each key growing area. In six of the seven regions, grower participation ranges from 10-25 growers and 50,000-125,000 acres per region. We are in the process of recruiting growers in our newest region, Eastern Wisconsin, where we are targeting 20 corn farmers. This approach enables measurement of the same fields each year as farmers rotate crops, such as from wheat to barley

### Increasing crop sustainability in key growing regions



#### General Mills priority ingredients sourced from these regions:



Oats



U.S. wheat



U.S. sugar beets



Dry-milled corn

#### North American growing regions and rotation crops:

**Red River Valley:** sugar beets, corn, soy, wheat

**Snake River:** wheat, potatoes, barley, sugar beets

**Northern Plains:** wheat, corn, canola

**Western Canada:** oats, wheat, canola, pulses (peas and lentils)

**Southern Plains:** wheat, sorghum, corn

**Eastern Corn Belt:** wheat, corn, soybeans

**Eastern Wisconsin:** dry-milled corn, soybeans, alfalfa, vegetables (for canneries)

to sugar beets to potatoes. We connect with farmers and other industry leaders to include rotational crops that are not part of our focus on priority ingredients for General Mills products, including lentils, peas, canola and potatoes.

**Scalability and verification:** To expand the sustainability impact of this approach, we partner with 10-25 progressive farmers and several supply chain partners across seven key North American growing regions (noted in the map above) to build a scalable national program and verification protocol. The Field to Market verification team, including General Mills and Syngenta, is developing a sustainability protocol adapted

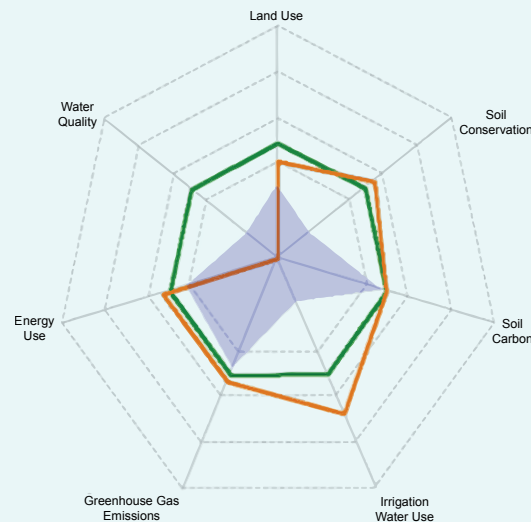
from the European-based ISEAL (a global association for sustainability standards) methodology. We are adjusting this protocol for North America and using the five years of robust data collected by Idaho farmers within the Field to Market framework to create a sustainability verification claim in 2015. This claim will be the first using a growing region's full rotational crop analysis (rather than focusing on a single crop). We will refine this approach and then replicate it for other regions.

**Networks:** We are leveraging existing networks of local farm advisers to boost farmer participation across key growing regions. These agronomic advisers help

make the connection between sustainability and profitability necessary to drive changes in farming practices. While our industry partners provide agronomic expertise to improve sustainability, those supply chain engagements reach approximately 20 percent of North American growers. To expand the scope of agricultural sustainability improvements, we need the involvement and leadership of agricultural retailers and independent agronomists collectively called Certified Crop Advisors (CCAs). Field to Market is helping build a sustainability curriculum that will become part of the certification process for CCAs across the United States.

## Expand Field to Market reach, reduce environmental impact

Using Field to Market tools, farmers can evaluate their land use, soil conservation, soil carbon, energy use, GHG emissions, water quality and use of irrigated water. The resulting Fieldprint® Score, like the example pictured here, captures metrics across seven key growing dimensions. The score enables benchmark comparisons with district, state and national averages, so farmers can evaluate their results along with data from other growers in the same district who share similar growing conditions. General Mills is actively working with Field to Market: The Alliance for Sustainable Agriculture to engage growers in measuring continuous improvement of outcomes-based metrics.



“In a resource-constrained world with increased demands on food and water, the entire agricultural supply chain must work together to pursue solutions to address environmental challenges while meeting the needs of a growing population. General Mills has demonstrated leadership by partnering with Field to Market to help farmers identify opportunities for continuous improvement in the sustainability of commodity crop production.”

– Rod Snyder, President, Field to Market: The Alliance for Sustainable Agriculture

◁ The Fieldprint Score shown for a selected crop plots performance against seven environmental indicators on this spidergram. The spidergram axes are relative indices representing resource use or impact per unit of output in each of the seven indicators. Lower values closer to the center indicate a lower impact on each resource. A grower's results (blue) are compared to the state (orange) and national (green) averages.



### Oats

**Commitment:** General Mills will source 100 percent of our oats by 2020 from growing regions that demonstrate continuous improvement against industry-based environmental metrics.

**Status:** 35 percent of the oats General Mills purchased was sustainably sourced in fiscal 2014.

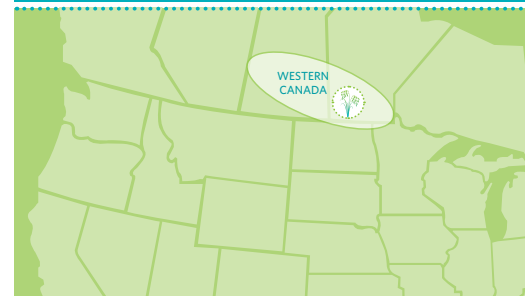
**Challenges:** The supply of oats has steadily declined over the past decades because farmers earn greater profits growing other, more resource-intensive crops. General Mills is one of the largest North American buyers of oats. We are working to improve the profitability and sustainability of oat production.

**Sustainability benefits:** Oats are an environmentally friendly crop requiring less irrigation, fertilizer, chemicals and other inputs to grow – making oats more sustainable compared with other row crops. Oats have a fibrous root system that reduces soil erosion, improves the soil's organic matter and increases water absorption. Oats also are naturally disease-resistant, reducing the need to apply fungicides.

**Strategy:** In Canada's Manitoba and Saskatchewan growing regions, we implemented the Western Canada Sustainability Pilot in 2013 to measure sustainability for oats and other rotational crops, including wheat, canola and pulses (peas and lentils). General Mills collaborated with several partners to launch the pilot program, including Serecon, Pulse Canada, the Canadian Canola Growers Association, CropLife and Ducks Unlimited. As of



### Oats: sourced from Western Canada



#### Rotation crops in the Western Canada growing region:

- Oats
- Wheat
- Canola
- Pulses (peas and lentils)

Most of the oats we purchase are grown in Manitoba and Saskatchewan, Canada.

November 2014, the Canadian Fieldprint Initiative had collected data from 50,000 acres representing 540 fields across Western Canada for the 2012 and 2013 crop years.



◁ **Cheerios and other General Mills products made with oats contain beta glucan, a source of soluble fiber.**

**Progress:** We are on track to continue expanding pilot participation in order to scale the program. In 2014, additional partners joined the pilot program, including the Prairie Oat Growers Association, the University of Manitoba and two precision agriculture consulting companies – Farmers Edge and AgriTrend – which are helping expand the amount





of sustainability data coming into the project. The Canadian government contributed significant funding for the pilot program through the involvement of Ag Canada. Participating growers continued gathering baseline data about yield, soil carbon, energy use and GHG emissions. A minimum of three years of baseline data is needed to account for crop rotations, then growers in the program can begin making sustainability improvements.

**Collaboration:** This sustainable oats pilot program complements developments in oat genetics research. Through our leadership and investment, General Mills convened

a public-private collaborative effort to advance understanding of oat genetics. We are working with the North American Millers' Association (NAMA) to share knowledge from a collaborative oat genetics program General Mills funded with the U.S. Department of Agriculture (USDA) to help U.S. and Canadian public sector oat breeders be more competitive – and make growing oats more attractive to farmers.

**Performance:** We also continue our partnership with the North Carolina Research Campus (NCRC) to further expand knowledge about oat genetics and improve the nutritional qualities of

oats. We are developing better-performing non-GMO oat varieties with higher yields, improved disease resistance and higher levels of soluble fiber. Our research includes many oat varieties in various stages of development. During 2013 and 2014, we



△ Oats require less irrigation and fertilizer than other row crops.

worked to demonstrate proof of seed performance and increase the quantity of seed for the most advanced varieties to ensure sufficient quantities of seed for the 2015 growing season in Canada.



△ Hear one Canadian farmer's perspective on growing oats and see how we use them to make Cheerios.



“The Canadian Fieldprint Initiative represents companies, associations and farmers working together to improve the sustainability of Canadian agriculture. This initiative will help farmers identify and adopt practices that improve the efficiency of their entire crop rotation, including oats.” – Denis Trémorin, Director of Sustainability, Pulse Canada



## Wheat

**Commitment:** General Mills will source 100 percent of our U.S. wheat by 2020 from growing regions that demonstrate continuous improvement using the Field to Market framework or comparable environmental metrics.

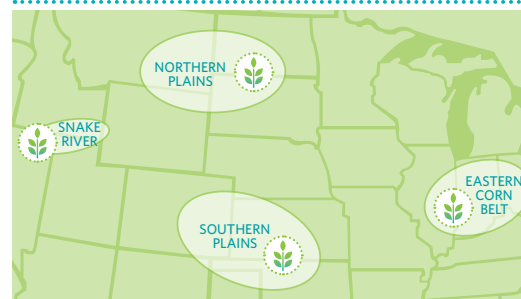
**Status:** 15 percent of the wheat General Mills purchased was sustainably sourced in fiscal 2014.

**Challenges:** Sustainability challenges in the wheat supply chain include GHG emission reduction and the need to reduce water usage while increasing biodiversity.

**Strategy:** General Mills is a large buyer of U.S. wheat; the Snake River growing region in eastern Idaho represents 10 percent of General Mills' total wheat purchases. We began partnering with Field to Market and Idaho wheat farmers in 2010 as part of a three-year pilot project. During that time, approximately 20 local growers collected information to establish baseline data for 50,000 acres



## U.S. wheat: sourced from across North America



### Rotation crops in North American growing regions:

**Northern Plains** – hard red spring wheat, corn, canola  
**Eastern Corn Belt** – soft red winter wheat, corn, soybeans  
**Southern Plains** – hard red winter wheat, sorghum, corn  
**Snake River** – soft white wheat, potatoes, barley, sugar beets

The majority of the wheat we purchase comes from North America. We also source some wheat from Argentina, Brazil, France and Australia.





of wheat during the 2010, 2011 and 2012 growing seasons. We expanded the base in 2013 to include more farmers and all rotation crops in the Snake River growing region, including potatoes, barley and sugar beets, through collaboration with other food and beverage companies. Analysis of the 2013 data compared to the baseline helped measure sustainability improvements, allowing farmers to make decisions to further increase sustainability and profitability in 2014.

**Progress:** In 2014, we expanded the Field to Market program to reach 60 growers covering 300,000 acres across three wheat growing regions. In addition to the Snake River growing region in Idaho, we



△ We work with farmers across key growing regions to improve the sustainability of U.S. wheat.

are working with farmers in the Northern Plains growing region of North Dakota, South Dakota and Minnesota as well as the Eastern Corn Belt growing region of Michigan and Indiana. The program includes all rotation crops in these growing regions: spring wheat, winter wheat, potatoes, sugar beets, barley and corn. Now we are exploring opportunities to expand into the Southern Plains in Kansas, the largest growing region for hard red winter wheat. In Idaho, we continue to conduct grower workshops to help farmers increase sustainability as they analyze data compared to the baseline to measure improvements. Farmers in the Northern Plains and Eastern Corn Belt are collecting baseline data for all crops.

**Verification:** We are pursuing sustainable verification of the Snake River growing region using data collected by Idaho farmers since 2010. This verification will be a measurement claim substantiated by four to five years of data demonstrating continuous improvement across six environmental metrics – land use, soil conservation, water use, energy use, nitrogen use and GHG emissions – against

a regional baseline. As noted earlier in this report, we are partnering with Field to Market to develop a regional sustainability verification protocol based on ISEAL (a global association for sustainability standards) methodology. In 2014 we began working to create pro-forma sustainability verification using data collected by Idaho farmers within the Field to Market framework. In the spring of 2015, we will have five years of robust data on the Snake

River growing region and at that point will submit the sustainability verification – the first in the industry for all rotational crops. This claim is an important step toward demonstrating continuous improvement using the Field to Market framework. Our goal is to replicate this sustainability claim by 2020 for the seven growing regions where we source U.S. wheat, oats, U.S. sugar beets and dry-milled corn.



### General Mills uses different wheat varieties from multiple growing regions to make our products



△ Hard spring wheat from Northern Plains region



△ Soft red winter wheat from Eastern Corn Belt region



△ Hard red winter wheat from Southern Plains region



△ Soft white wheat from Snake River region



“From a sustainability standpoint, the program has really changed the picture for us as far as how we’re doing on our farm. It helps us identify our strengths and weaknesses on an energy consumption basis and recognize our more profitable areas.”

– Jason Cook, Moss Farms, Rupert, Idaho



## Sugar beets

**Commitment:** General Mills will source 100 percent of our U.S. beet sugar by 2020 from growing regions that demonstrate continuous improvement using the Field to Market framework or comparable environmental metrics.

**Status:** 34 percent of the beet sugar General Mills purchased was sustainably sourced in fiscal 2014.

**Challenges:** Sustainability challenges in the sugar beet supply chain are similar to those for growing wheat, including the need to reduce GHG emissions and soil loss.

**Strategy:** In the Red River Valley of Minnesota and North Dakota – the

largest sugar beet growing region in the U.S. – we launched a sustainability pilot program in 2013 with Field to Market, Syngenta, American Crystal Sugar and local growers. The program includes all rotational crops in the Red River Valley: sugar beets, corn, soy and wheat.

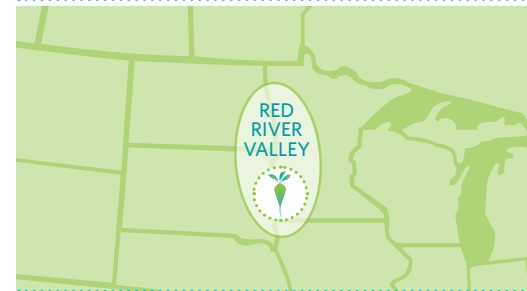
**Progress:** In 2014, we expanded participation in the program to 24 farmers and 108,000 acres (sugar beet portion covers 27,000 acres). Farmers in the Red River Valley growing region are collecting baseline data that will be used to measure



△ We collaborate with farmers and industry partners to improve the sustainability of growing sugar beets.



## U.S. sugar beets: sourced from the Red River Valley



### Rotation crops in the Red River Valley growing region:

- Sugar beets
- Corn
- Soy
- Wheat

We source sugar beets in the U.S. primarily from Minnesota and North Dakota.

sustainability. Farmers in Idaho's Snake River growing region also are using the Field to Market framework to improve

sustainability of sugar beets as part of the program launched there in 2010.

**"It is American Crystal Sugar Company's goal to supply a quality product for our customers while responsibly managing our production practices to protect our natural resources, ensuring a high quality of life for future generations."**

– Todd Cymbaluk, Field to Market Team Lead, American Crystal Sugar Company



## Corn

**Commitment:** General Mills will source 100 percent of our dry-milled corn by 2020 from growing regions that demonstrate continuous improvement using the Field to Market framework or comparable environmental metrics.

**Status:** 6 percent of the dry-milled corn General Mills purchased was sustainably sourced in fiscal 2014.

**Challenges:** Sustainability challenges in the dry-milled corn supply chain include the need to reduce GHG emissions and nutrient utilization while increasing biodiversity.

**Strategy:** We launched a Field to Market pilot program targeting 20 Eastern Wisconsin corn growers in October 2014.



The pilot includes all rotation crops, including dry-milled corn, soybeans,

◁ We use dry-milled corn in Bugles and other General Mills products.



## Dry-milled corn: sourced from Eastern Wisconsin



### Rotation crops in Eastern Wisconsin growing region:

- Corn
- Soybeans
- Alfalfa
- Vegetables (for canneries)

The majority of the dry-milled corn we purchase comes from the U.S. states of Illinois, Indiana and Wisconsin.



alfalfa and vegetables (for canneries). General Mills' use of dry-milled corn is relatively small compared to our use of other raw materials, such as wheat and



△ Our work with farmers in Eastern Wisconsin includes corn as well as other rotation crops, including alfalfa, soybeans and other vegetables.

oats, and compared to the amount of corn used by other food and beverage companies. For that reason, we also support the Field to Market corn pilot programs led by other industry partners to advance sustainable sourcing.

**Progress:** We are partnering with Didion Milling in Wisconsin and the growers that supply corn to this specialty dry mill. The farmers will begin gathering data using the Field to Market framework with the 2015 crop. Corn from this mill is used in Bugles snacks and some of our cereals.



△ We are working with industry partners and farmers to increase the sustainability of the dry-milled corn that we use in our products.



## Dairy

**Commitment:** General Mills will purchase 100 percent of our directly sourced fluid milk by 2020 from producing regions that demonstrate continuous improvement as measured by the Dairy Sustainability Framework in the U.S. and other comparable environmental metrics (globally).

**Status:** 20 percent of the directly sourced fluid milk General Mills purchased was sustainably sourced in fiscal 2014.

**Challenges:** Dairy sustainability challenges include the need to reduce GHG emissions while controlling water usage and improving water quality. The industry also is addressing issues of animal well-being, such as dehorning.

**Strategy:** General Mills is collaborating with industry partners to measure the environmental footprint of dairy production and identify sustainability improvements. We continue working with the Michigan Milk Producers Association to pilot the [Innovation Center for U.S. Dairy Sustainability Council Framework](#) starting at the producer level and continuing through to the General Mills yogurt facility in Reed City, Michigan. We also are participating in a lifecycle analysis

of yogurt production being conducted by the Dairy Research Institute.

**Progress:** The U.S. dairy sustainability pilot program, launched in 2013, is still underway. Milk producers are using Farm Smart online software, and General Mills is using the companion Plant Smart software to collect data and calculate the sustainability impact from farm to production facility. These tools measure the carbon footprint of milk production and processing as well as animal care. Introduction of a new version of the Farm Smart tool is expected to



◀ We use milk to make yogurt at our facilities in the U.S. and France.

The majority of our directly sourced fluid milk comes from Michigan, U.S. and France.



increase farmer participation in the program. We will continue collecting data, then meet with milk producers to identify opportunities for continuous improvement. We are sharing details about this pilot

project across the U.S. and the European Union. This effort supports the U.S. Dairy Innovation Center's voluntary, industrywide goal to reduce the dairy carbon footprint by lowering GHG emissions for fluid milk production by 25 percent by 2020.

In 2014, General Mills and other companies participated in the U.S. Dairy Research Institute's lifecycle analysis benchmarking the environmental footprint of yogurt

production from farm to consumer (similar to the group's previous lifecycle analyses for fluid milk and cheese). Specialists from the University of Arkansas are collecting and analyzing the data. Results are expected in 2015 and will be used to identify risks and establish a framework for improvement.

In France, we are pursuing two dairy sustainability pilot projects. In the first project, launched in 2013, we are working

with Ingredia, a dairy supplier for our Häagen-Dazs business, the French Breeding Institute and a group of farmers who are conducting farm assessments using an online tool named CAP2ER. The tool's quick calculations, based on 15 field indicators, measure GHG emissions and provide farmers with deeper insight about their farming practices. Twenty farm audits were completed in 2014; the team plans to conduct 200 audits by the end of 2015 in northern France near our Häagen-Dazs facility. So far, 11 main issues have been identified for improving the dairy carbon footprint, including the need for a standard method for evaluating progress and consideration of economic and environmental factors, such as biodiversity and water. Next, the team will construct an action plan with stakeholders.



► In France, we work with dairy farmers in the region around our Arras facility, where we make Häagen-Dazs ice cream.

The second project in France involves in-depth analysis of the GHG emissions, energy consumption and gross margins on participating farms, conducted by the Grignon Experimental Farm. In 2014, the pilot program analyzed six farms that are representative of the dairy production system in northern France, taking into account geographical and technological variations on the farms. The analysis will be used to identify actions for decreasing the carbon impact of milk production.



△ We collaborate with milk producers and industry groups to improve the sustainability of the fluid milk used in General Mills products.



"General Mills has been a leader in the Innovation Center for U.S. Dairy's Sustainability Commitment. In 2014, they worked with dairy farms and companies to test sustainability metrics and tools for continuous improvement. Their feedback was extremely helpful and will advance our shared goal to provide the public with nutritious, high quality and sustainable foods and beverages." – Chad Frahm, Vice President, Innovation Center for U.S. Dairy





## Fiber packaging

**Commitment:** General Mills will source 100 percent of our fiber packaging by 2020 from recycled material or from virgin wood fiber regions that are known to not be contributing to deforestation (any high-risk regions will be independently verified).

**Status:** 99 percent of the fiber packaging General Mills purchased was sustainably sourced in fiscal 2014.

**Challenges:** Deforestation is the primary supply chain risk posed by sourcing fiber for packaging.

**Strategy:** Using sustainable sourcing guidelines for fiber, pulp and paper production, we conducted an analysis of our fiber packaging supply chain. This analysis revealed that 99 percent of our 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.

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



**Progress:** We have investigated the remaining 1 percent of our fiber packaging, which is sourced from countries considered at high risk for potentially contributing to deforestation. One of those countries was India, where we worked with the Rainforest Alliance in 2013 to review our fiber sources, confirm sustainable sourcing practices and verify that the fiber we source from India poses a low risk of contributing to deforestation. In 2014, we partnered with Rainforest Alliance to investigate fiber sourced from China.



< We use fiber in the packaging of our products.



## Meeting our zero deforestation commitment: fiber packaging

Location	% of General Mills fiber purchases	Deforestation risk	Verification
North America	90%	low	
Europe	4%	low	
Brazil	2%	low	Forest Stewardship Council (FSC)
Australia	1%	low	
Argentina	<1%	low	
India	<1%	low	Rainforest Alliance
South Africa	<1%	low	
China	<1%	high	Rainforest Alliance

△ More than 99 percent of the fiber we purchase is from regions at low risk for deforestation. Our aim is to achieve zero net deforestation in high-risk supply chains by 2020. Learn more in our Climate Policy.

That analysis revealed that 20 percent of the fiber sourced from China is compliant with sustainable sourcing criteria, 40 percent is considered medium risk and 40 percent is at higher risk of contributing to deforestation. We are taking action to address those sources of higher risk.

“As a consumer of paper and paper board packaging, General Mills can influence the way the world’s productive forests are managed. Rainforest Alliance applauds General Mills’ commitment to sustainable sourcing of fiber packaging, and their efforts to avoid potentially controversial sources and increase responsibly managed sources by implementing a program that emphasizes supply chain transparency and active communication with their suppliers.”

– Mark Comolli, Director of Markets – Forestry Division, Rainforest Alliance

G4-EC2, EN19, EN27, EN28, FP1, FP12

## Pulp, paper and packaging sourcing guidelines

We are using guidelines developed by the Consumer Goods Forum in conjunction with the Rainforest Alliance as the foundation of our commitment.

### Approach

- **Avoid** controversial sources of pulp, paper and packaging contributing to deforestation.
- **Verify** supply from high-priority countries that have a low risk of controversial sources contributing to deforestation.
- **Disclose** goals and progress to avoid controversial sources of pulp, paper and packaging contributing to deforestation in their individual supply chains.

### Virgin wood fiber sourcing

- **Known and compliant sources:** Sources of virgin wood fiber will be known, free of corruption and compliant with applicable legal requirements.
- **Verification:** Supply from suppliers and sources in high-priority countries will be

independently verified for low risk of controversial sources contributing to deforestation.

## 1C Extend sustainability efforts beyond priority raw materials

### Collaborate with partners across supply chains

**Strategy:** Our efforts to encourage supplier sustainability extend beyond our 10 priority ingredients. We collaborate with partners across all our supply chains to improve the manner in which the raw materials we use are grown and produced. We support sustainable development approaches that address environmental, economic and social challenges.

**Progress:** Using environmental, economic and social criteria as a guide, we are evaluating the remaining raw materials used in our processes and products to identify our next priority ingredients. We

expect to finalize that list in 2015 and begin applying our four-step sustainable sourcing model – assessment, strategy formation, transformation, and monitoring and evaluation – to improve the sustainability of those raw materials. Because nearly two-thirds of GHG emissions and 99 percent of water use in our value chain occur outside General Mills’ operations, we consider the environmental impact of our supply chain, including our suppliers’ GHG emissions, energy use, water use and waste generation.

**Soy:** Soy is one example of our extended sustainable sourcing focus. General Mills is

committed to sustainable soy production practices. We adhere to the [Consumer Goods Forum soy sourcing guidelines](#) to help meet industry commitments to stop deforestation by 2020. We also support the [Soy Moratorium](#) commitment to not purchase soy from lands that have been deforested in the Amazon biome after July 2006. The majority of the soy General Mills purchases is sourced from the U.S. – not an area at risk for deforestation. We use soy as an ingredient in many of our products, including snacks, baked goods and meals.

**G4-EN27, FP1**



△ We work with farmers and our suppliers to increase the sustainability of raw materials used in our products. Soy is one example of an ingredient that is part of our sustainable sourcing efforts extending beyond our 10 priority raw materials.

“It is rare to find charismatic leadership and vision combined with processing innovation and long-term commitment across a complex global supply chain. General Mills’ collaboration with AgroMantaro, CARE and artichoke growers in Peru exemplifies the best in what we call system leadership – the willingness of a group of leaders to take risks in service of a greater vision to improve the lives of employees and small farmers – and the commitment to stay at it long enough to overcome the inevitable challenges of establishing a new way of doing business.” – Hal Hamilton, Co-Director, Sustainable Food Lab

### Supporting smallholder artichoke farmers in Peru

We are helping smallholder farmers in Peru’s Sierra region increase their incomes by growing artichokes sustainably. In 2013, General Mills committed US\$1.1 million as part of a four-year collaboration with supplier AgroMantaro and CARE to provide artichoke farmers – more than half of whom are women – with training on crop management and post-harvest practices, helping them increase yields and improve profitability. During the first year of the program, participating

farmers grew significantly more artichokes per hectare – achieving a productivity increase of 71 percent in May 2014 compared with the previous year’s crop. [Learn more.](#)

The farmers can earn more growing artichokes than the region’s typical crops of potatoes and grains. Artichokes from Peru’s central Junín region are destined for *Green Giant* products in Europe. Together, we are helping create shared value – more than 160 families

benefit from the program, which creates additional harvesting jobs. The program also provides microloans to purchase artichoke shoots and seeds; guidance about forming farmer cooperatives; and financial planning education and information about formulating business plans.

The program was visited in 2014 by the Sustainable Food Lab and recognized during the group’s leadership summit.

**G4-EC1, SO1, FP4**





## Improving pollinator health and increasing biodiversity

**Challenge:** Agriculture depends on honeybees and other native pollinators. Thirty-five percent of crop production around the world relies on pollinators to help plants produce fruits and seeds. Each year, bees pollinate more than 100 U.S. agricultural crops, valued at nearly US\$15 billion. Unfortunately, honeybees, wild bees and other native pollinators are at risk. An average of 30 percent of honeybee colonies have been dying every winter since 2006. Colony collapse disorder is a very complex challenge caused by multiple factors, including expanded agricultural acreage, fatigue, mites, pesticides and other factors.



△ We support University of Minnesota pollinator research projects.

**Strategy:** Many of our products contain honey, fruits, vegetables and other ingredients that require pollination, so healthy and abundant bee populations are a priority for General Mills. We collaborate with leading researchers and conservationists to improve the health and quantity of pollinators. We fund research to better understand colony collapse disorder in honeybees, invest to conserve and expand bee habitats, and work with our suppliers to improve the health and effectiveness of bees as pollinators for almonds and tomatoes.

**Research:** General Mills supports three pollinator research projects through our partnership with the University of Minnesota's Bee and Pollinator Research Lab:

- **Pollinator plot:** We created a pollinator plot at General Mills' agricultural research farm in Le Sueur, Minnesota, in November 2011 and worked with Dr. Marla Spivak, MacArthur Fellow and Distinguished McKnight Professor in Entomology at the University of Minnesota, and her students in 2012 to place 10 honeybee colonies at the site to investigate colony collapse disorder – a major threat to the honeybee population. We have invested US\$160,000 toward this four-year research effort to better understand bee habitats. University of Minnesota and General Mills researchers collect data from the site to monitor bee health, determine what the bees are eating and how far they are foraging, and monitor their honey production. One aspect of the research focuses on whether native plant species that produce high protein pollen content help



△ Wildflowers provide bees and other pollinators the nutrition they need.

improve honeybee health. Researchers will collect data at the site through 2015, then share the results with others in the scientific community to help build the research base to support addressing the collapse of bee colonies.

- **Nourishing Bees:** In 2014, we provided an additional US\$100,000 to the University of Minnesota to fund two new projects: "Nourishing Bees" and "Mite Not." Nourishing Bees focuses on the relationship between good floral nutrition and immunity in honeybees. Researchers are comparing the nutritional value of pollen from flowers with pollen substitutes fed by beekeepers to determine which sources of protein are more effective in helping bees fight off diseases and live longer as a colony. Researchers are monitoring the health of bees and measuring colony loss after the winter season across the honey-producing regions of upper U.S. Midwest states, including North Dakota and Minnesota.
- **Mite Not:** Parasitic mites on bees are often believed to be a significant contributor of colony loss. The Mite Not project is exploring innovative ways to remove mites from bees and their colonies without harming the bees, which could have worldwide implications.

**"Bee-safe" farming:** General Mills has been working with The Xerces Society for Invertebrate Conservation to increase pollinator habitats and expand bee-safe farming practices:



△ A wildflower meadow planted by The Xerces Society for Invertebrate Conservation using a process perfected at our Muir Glen pollinator project site.

# \$1 million

General Mills has invested nearly **US\$1 million** since 2011 to support pollinator and biodiversity efforts.

- **Investment:** In 2014, General Mills committed US\$400,000 to The Xerces Society. In addition to corporate funding, several of our consumer brands have invested in this effort as part of our commitment to improving biodiversity, including *Honey Nut Cheerios*, *Nature Valley* and *Cascadian Farm*. Xerces will use the funds to: provide increased assistance to farmers in restoring habitat for bees on agricultural lands throughout the United States; reduce the impact of pesticides on bees while providing effective control of crop pests using innovative approaches to integrated pest management; and expand bee-safe farming education around the world.





- **Almond orchards:** In 2014, we continued working with an almond supplier and The Xerces Society for Invertebrate Conservation to integrate flowering habitats into California almond orchards. The habitats attract wild, native pollinators and help improve the health of bee colonies transported to almond orchards for crop pollination. The project includes installation of flowering hedgerows around the orchards, development of native wildflower meadows and planting flowering groundcover around trees. An almond ranch with more than 800 acres was selected in 2014 as a model for habitat integration – and 4.8 miles of wildflowers and hedges were planted. This effort also includes monitoring bee abundance and diversity while limiting pollinators' exposure to pesticides and fungicides, resulting in more sustainably grown almonds.



△ The hedgerow at our Muir Glen facility offers bees a varied menu of pollen and nectar from flowering plants.

- **Bumblebees and tomatoes:** Bumblebees are the most effective native pollinators – and the only type of bees able to pollinate tomatoes. Unfortunately, bumblebee numbers are declining due to habitat loss, disease and pesticide use. In California, we are working with our supplier for *Muir Glen* tomatoes along with researchers at the University of California, Davis, and the Xerces Society to improve pollinator habitats and increase tomato yields. In 2012, Xerces planted a mile-long hedgerow of flowering plants at our Muir Glen facility to improve bumblebee habitat and raise awareness among tomato growers. In 2014, University of California researchers observed nearly three times as many bees at the Muir Glen site compared to a control site. We use this demonstration site to educate growers and collect data about the quantity and variety of pollinators. We continue to expand outreach to additional growers of organic and conventional tomatoes to increase sustainability.

**Pollinator habitat expansion:** General Mills has invested US\$50,000 to expand bee-friendly habitats in partnership with Conservation Marketplace. In 2013, 20 acres of wildflowers and grasses were planted at 10 sites in Minnesota to provide adequate

sources of food, shelter, clean water and nesting sites for native pollinators. In 2014, four more habitat sites were added.

**Neonicotinoid impact:** In May 2015, the U.S. Interagency Presidential Pollinator Health Task Force issued a **national strategy** to provide a comprehensive approach to tackling and reducing the impact of multiple stressors on pollinator health. It outlined the current understanding and complexity of pollinator decline:

“Researchers studying CCD and other losses attributed to poor colony health have been unable to identify a single cause, and have concluded that losses of honey bee colonies are the result of a complex set of interacting stressors. In May 2013, the USDA and the EPA released a comprehensive scientific report on honey bee health (USDA 2013). The report synthesized the current state of knowledge regarding the primary factors that scientists believe have the greatest impact on honey bee health, including exposure to pesticides and other environmental toxins, poor nutrition due in part to decreased availability of high-quality/diverse forage, exposure to pests (e.g., Varroa mites) and disease (viral, bacterial, and fungal), as well as bee biology, genetics, and breeding. The report’s findings are similar to those of the

report on the Status of Pollinators in North America (NRC 2007), which examined wild (both native and introduced species) pollinators as well as honey bees.”\*

General Mills fully supports the Pollinator Health Task Force’s strategy, which calls for additional research as outlined in the **Pollinator Research Action Plan**, pollinator public education and outreach, public-private partnerships, increasing and improving pollinator habitat, and protecting pollinators from exposure to pesticides.

We recognize the concern about the unique role of neonicotinoid pesticides in pollinator health decline. General Mills supports the further study of this important issue as outlined in the Pollinator Research Action Plan. Consistent with our historic commitment to Integrated Pest Management, we advocate for the responsible use of neonicotinoids in our supply chain and expedited U.S. Environmental Protection Agency review.

General Mills is extending our partnership with the Xerces Society and working with them to consolidate and disseminate guidance to growers of key commodities, such as corn and soy, on how to protect and minimize the impact of neonicotinoids and other pesticides to pollinators.

\*Page 5, National Strategy to Promote the Health of Honey Bees and Other Pollinators, Pollinator Health Task Force, May 19, 2015, The White House



“Bees need good nutrition – they depend on nectar as their source for carbohydrates and pollen for protein. One aspect of our work with General Mills focuses on which flowering plants provide the best nutrition for honeybees and native pollinators. By increasing the diversity of habitats, we are helping equip honeybees to fight off diseases and effects of pesticides, which may be associated with colony collapse disorder.”

– Dr. Marla Spivak, MacArthur Fellow and Distinguished McKnight Professor in Entomology, University of Minnesota





## Cascadian Farm organics business helps protect pollinators and educate consumers

Ninety percent of Cascadian Farm's product volume depends on bees. Cascadian Farm has helped lead the way in General Mills' efforts to reverse the decline of pollinator populations. In 2014, Cascadian Farm provided funding to help plant wildflowers and protect pollinator habitats, fund bee research activities, support pollinator education efforts and educate consumers.



◀ In April 2014, Cascadian Farm introduced Buzz Crunch Honey Almond cereal exclusively at Whole Foods Market stores nationwide. For every package sold, Cascadian Farm is donating US\$1 to The Xerces Society for Invertebrate Conservation. We have targeted US\$100,000 for this initiative. The cereal's packaging also educates consumers about the importance of bees.



△ Cascadian Farm's "Bee Friendlier" campaign is supporting pollinators by planting wildflowers – and encouraging consumers to do the same. Our Bee Friendlier campaign donated US\$8,000 in 2014 to support the planting of wildflowers as well as bee research activities and pollinator education efforts by The Xerces Society and the University of Minnesota's Bee Pollinator Research Lab. Bee Friendlier will continue through the end of 2018 with a maximum donation of US\$1 million based on online code redemptions to fund additional planting and research.

### Some of the many Cascadian Farm products that rely on bees for pollination, honey or both:



## How bees contribute to General Mills products

### Products pollinated by bees



Green Giant broccoli and cauliflower



Muir Glen tomatoes



Almonds for LÄRABAR bars and Nature Valley granola bars



Fruit for Yoplait® yogurt\*



Fruit for Häagen-Dazs ice cream

### Products containing honey



Honey Nut Cheerios cereal



Nature Valley granola bars

\*Yoplait is a registered trademark of YOPLAIT MARQUES (France) used under license.

"The Xerces Society is fortunate to have the support and involvement of General Mills in addressing the complex issues faced by bees and other pollinators. They are helping us spread the word to farmers and the general public about the importance of these insects. With their help, the Xerces Society has engaged tens of thousands of people in efforts to protect this vital resource and restored over 165,000 acres of wildflower-rich habitat for bees and other pollinators across America."

– Scott Hoffman Black, Executive Director, The Xerces Society for Invertebrate Conservation

## Integrated pest management

At General Mills, our holistic approach to sustainable agriculture includes reducing environmental impacts and improving the overall value chain. Integrated pest management (IPM) is one component of our broader focus on sustainable agriculture.

As part of our long-term sustainable agriculture strategy, we share our knowledge about IPM with peer companies and work with our suppliers and conservation organizations to minimize the use of pesticides on the crops and ingredients we source. Our suppliers utilize their own IPM programs. Through our work with Field to Market, we are helping growers capture information about pesticide use, including energy used by farmers in the application of pesticides and GHGs (embedded in the manufacturing of pesticides). In 2014, we provided funding to The Xerces Society for Invertebrate Conservation to pursue IPM innovations (learn more about our work with The Xerces Society on pages 59-61 of this report).

In Mexico, our Irapuato team has been working on IPM for more than 20 years. Our approach to IPM is to do things as close to nature as possible, so all pest control tools are evaluated and used as appropriate. We use beneficial organisms to prevent soil diseases, for example, by inoculating our grower soils to reduce the presence of disease. This practice reduces the need for chemical pesticides. We also inoculate seedlings before they leave the greenhouse so they are protected during the first 30 to 40 days in the field, avoiding two or three broad applications of pesticides during this period. As a result, we significantly reduce applications of chemicals.

We also manage our pest control by regularly scouting Irapuato fields to identify the level, species and maturity of any pests. These insights help determine whether, where, when and how much protection to apply to obtain the desired level of pest control rather than complete eradication.



△ Our use of high efficiency irrigation systems in Irapuato, Mexico, helps reduce application of fungicides.

Seven years ago, we began using a broader application of compost instead of chemical fertilizers. We use this approach on more than 80 percent of our total cropping contracted acreages on average. The compost substitutes 100 percent of the chemical fertilizers based on phosphorous, potassium and calcium and at least 35 percent of the nitrogen needed for the crop. The compost also improves soil organic matter and reduces the presence of pests.

Our Irapuato team also is in the process of converting all of our contracted growers to the use of high-efficiency irrigation systems. So far, 63 percent of our total fields are under high efficiency irrigation systems, increasing yields while reducing water use and disease presence due to controlled water distribution, so we can also consequently reduce the use of fungicides to prevent diseases.

General Mills has a long history of working closely with farmers around the world to promote responsible pesticide use. Our Green Giant brand, for example, was among the first to use best-in-class pesticide management in the 1940s. Beginning in 1980, Green Giant agronomists implemented a series of measures and practices for reducing pesticide use across all crops. We continue to collaborate, educate where needed and encourage IPM wherever it makes sense for our business and the environment.

**G4-EC1, EN12, EN13, EN27**

## From Cascadian Farm to Green Giant: Applying insights from organic farming



Cascadian Farm was founded in 1972 to grow crops in a way that preserves the soil while safeguarding rivers and streams – working in harmony with the land. As Cascadian Farm grew beyond its original farm, the business became recognized as a pioneer in converting conventional farms to organic. Since joining General Mills in 2000, some of Cascadian Farm's organic agricultural practices have been incorporated

more broadly across our business. For example, the broccoli grown for our *Green Giant* brand in Irapuato, Mexico, is grown using compost rather than chemical fertilizers. Using organic composting methods has reduced the amount of synthetic fertilizer and water necessary to grow the broccoli. General Mills continues to look for viable ways to scale organic-inspired agricultural methods across our business.

## 2 Collaborate to improve global water stewardship

### 2A Foster and engage in water stewardship

Identify watershed issues and conserve water resources



#### Water

**Commitment:** General Mills is committed to improving the sustainability of water use throughout our supply chain.

**Challenge:** Agriculture uses 70 percent of the world's fresh water. Conserving water resources is crucial for the environment and for our business.

**Approach:** In addition to reducing the amount of water we use in our operations (see the [Environment](#) section of this report), we continue to apply our four-phase approach to sustainable water use

throughout our supply chain. Approximately 99 percent of the water consumed to create and distribute our products occurs outside our direct operations. The watersheds we



△ General Mills supports protection of the watersheds shared by agriculture, our facilities, municipalities, industries and ecosystems.

access to meet the needs of our facilities also support demands from agriculture, municipalities, other industries and ecosystems, so improving the health of these watersheds requires significant collaboration. To begin addressing these larger watershed issues, we are partnering with [The Nature Conservancy](#) (TNC) to formulate and implement our collaborative, global water stewardship strategy.

In April 2014, General Mills became a founding partner of the [Alliance for Water Stewardship](#) (AWS) as part of our effort to promote the application of the AWS standard. We further demonstrated our commitment to water stewardship in November 2014

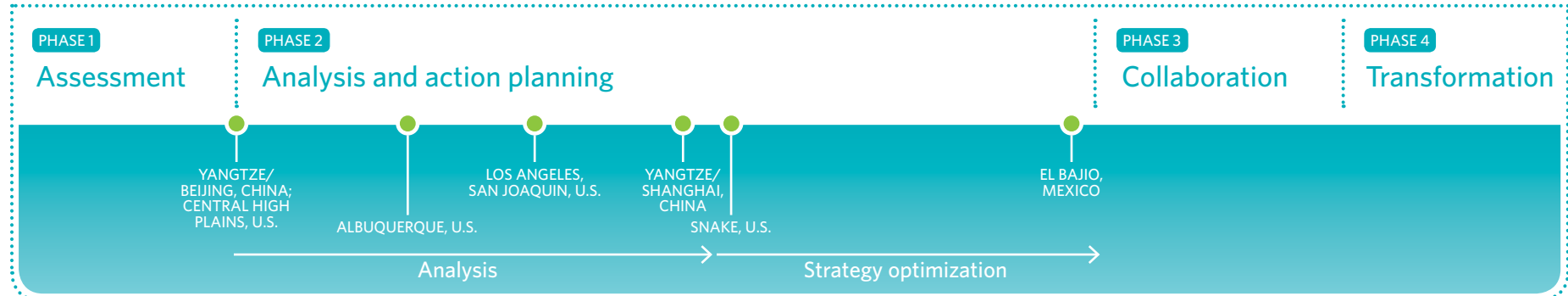
by introducing a new [water policy](#) and signing the [CEO Water Mandate](#), joining a group of business leaders, governments and other stakeholders working together with the United Nations to advance water stewardship.

#### PHASE 1 Assessment

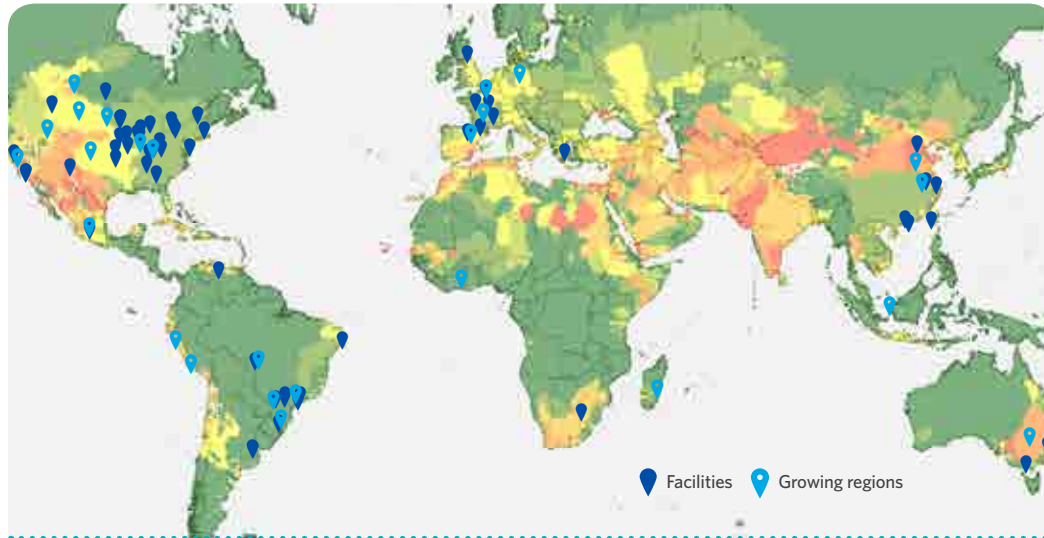
**Objective:** A study of key operation and growing region watersheds

In partnership with TNC, we have completed our global water risk assessment of all General Mills production facilities and growing regions, begun in 2012. Those assessments build on our supply chain risk analysis work with World Wildlife Fund in 2010. We now have a clear picture of the

### Performance dashboard







△ This map pinpoints the watersheds we access around the world for our own operations or through our supply chain, including agricultural use. Areas of greatest water stress appear in red.

most at-risk watersheds within our supply chain and are proceeding with Phase 2.

We are targeting the most material and at-risk watersheds where we can have significant impact, focusing on those with challenges in the areas of water quantity and non-point source pollution from agriculture. We take an iterative approach to prioritization, using insights gained during the analysis phase. As a result, we will add or remove a watershed from our focus list as needed.

## PHASE 2 Analysis and action planning

**Objective:** Deep-dive analysis of at-risk growing areas

Working with TNC hydrologists, we are conducting deep analyses of our key at-risk facilities and growing areas:



△ We are developing plans to conserve water in Irapuato, Mexico, where we grow and package broccoli and other vegetables.

- In Irapuato, Mexico, where some of our *Green Giant* vegetables are grown and packaged, we have completed our in-depth analysis and are now developing action plans to enable stabilization and eventually improvement in watershed health.

## KEY WATERSHEDS

Based on results from TNC's global water risk assessment and a business materiality analysis, we are developing watershed health strategies in the areas listed below.

Geographic location	Location type	Water risk*
Albuquerque, New Mexico, United States	Facility	5.0
Beijing, China (includes Sanhe facility)	Facility/Growing region	5.0
Los Angeles, California, United States (includes Carson and Vernon facilities)	Facility	5.0
Shanghai, China	Facility	4.3
San Joaquin Valley, California, United States	Growing region	4.1
El Bajio, Mexico (includes Irapuato facility)	Facility/Growing region	4.0
Central High Plains, United States	Growing region	3.1
Snake River Valley, United States	Growing region	2.5

\* Score based on TNC analysis of water risk considering quantity, quality, regulatory and other stresses (with 5.0 considered at highest risk).

- In a key wheat growing region of Idaho, United States, we have conducted an in-depth review of the Snake River watershed. We shared this detailed analysis with regional stakeholders in July of 2014 and are exploring next steps in collaboration.
- In China, an important growth area for General Mills where we currently make *Wanchai Ferry* dumplings and are building a new Yoplait® yogurt production facility, we are assessing the Yangtze River watershed. We will



△ At the Global Water Summit sponsored by The Nature Conservancy in November 2014, Ken Powell reinforced General Mills' commitment to water stewardship.

**"As a food company, food security is important to us, and we're tied tightly to nature. We know that without healthy water for land, ecosystems and wildlife, agriculture simply does not work."**

– Ken Powell, Chairman, Chief Executive Officer, General Mills



complete the analysis for the Shanghai area of this watershed by April 2015.

- In California, we are tapping into existing analyses of water needs and engaging with industry and NGO stakeholders to understand where we can provide the most impactful action during this time of historic drought.
- We have begun an analysis of the watershed surrounding our Albuquerque, New Mexico, United States, facility, working closely with local TNC staff to understand the unique challenges of a municipality that sources water far beyond city, and even state, boundaries.
- We will continue to expand the focus of our deep-dive analyses to include our remaining priority watersheds over the next several years.

Outcomes from these deep-dive analyses include: understanding the current and projected future health of the watershed; understanding major uses and contributors to watershed degeneration and creating mitigation plans; and sharing findings and



△ The balance between surface and groundwater plays a critical role in supplying water for nature, agriculture and industry in the Snake River basin.



△ Representatives from local water management organizations and General Mills discuss groundwater use in Idaho's Snake River basin.

plans with others who use the watershed through educational outreach and advocacy activities. We are beginning to collaborate with other food and beverage companies about improving watershed health. Next, we plan to expand those conversations to include a broader mix of private and public entities in each watershed area.

### PHASE 3 Collaboration

**Objective:** Establish multi-stakeholder water stewardship plan

We are beginning to meet our goal of finding the right partners and working with others to implement changes based on our Phase 2 analyses in high-risk areas in 2014 and beyond. We are currently working with [FEMSA Foundation](#) and TNC to model a specific action plan for the watershed surrounding our Irapuato, Mexico, facility. We plan to include stakeholders, including local communities, in that effort in 2015. We anticipate our collaborative actions will include: on-the-ground conservation initiatives; applying water stewardship best practices; and setting companywide sustainability targets.



△ We work with farmers to conserve water in the El Bajío growing region of Mexico, which supports our Irapuato facility.

### PHASE 4 Transformation

**Objective:** Implement water stewardship program

Transformation efforts include developing a global freshwater stewardship program with public education and advocacy, and funding, as well as monitoring and reporting on the positive impact of the strategy implementation. We also will work with others to apply the principles of the [Alliance for Water Stewardship](#).

**G4-EN9, EN27, SO1**



△ Use of drip irrigation helps save water when growing *Green Giant* sweet corn in Mexico.

"The U.N. CEO Water Mandate provides a platform for companies to address and advance corporate water stewardship practices – for the benefit of communities, economies and ecosystems. Companies joining and taking part in the CEO Water Mandate are showing true business leadership and commitment, while contributing to broad U.N. objectives."

– Gavin Power, Deputy Director, United Nations Global Compact



# 3 Advance socially responsible supply chains

## 3A Respect human rights in our supply chains

Source responsibly and maintain accountability



### Human rights

**Commitment:** General Mills is committed to conducting business with high ethical standards and we expect our suppliers to do the same.

**Approach:** We know that the protection of human rights through responsible sourcing is critical to our business and to our mission of *Nourishing Lives*. As part of our commitment to respecting human rights in our supply chain, we are leaders in the AIM-PROGRESS Responsible Sourcing Forum, whose mission is to promote responsible sourcing by sharing best practices and promoting efficiency in the packaged goods supply chain. We also are signatories to the [United Nations Global Compact \(UNGC\)](#) and are guided by the [International Labour Organization's \(ILO\) 1998 Declaration on Fundamental Principles and Rights at Work](#).

**Expectations:** General Mills defines responsible sourcing in our updated [Supplier Code of Conduct](#). We hold ourselves and our suppliers to the same level of compliance expectations focused on four pillars: human rights, health and safety,

environmental compliance and business integrity. Our Workplace Standards and Ethical Sourcing Policy, along with our Supplier Code of Conduct, set standards for our company, suppliers and other business partners regarding the protection of human rights. These standards are based in part on the ILO 1998 Declaration on Fundamental Principles and Rights at Work.

**Progress:** In fiscal 2015, we joined the [Supplier Ethical Data Exchange \(SEDEX\)](#), and updated our Supplier Code of Conduct to include General Mills' mandatory requirements related to responsible sourcing. These developments build upon our progress in recent years. In 2012, we completed our first audit cycle of finished goods producers, including our own facilities and co-packers. In 2013, we increased the scope of our responsible sourcing program to include



△ Our commitment to respect human rights in our supply chain extends from smallholder farmers harvesting crops to employees helping to package finished products for consumers. © Proforest

raw material suppliers. We completed a risk assessment of all global raw material suppliers against criteria such as spend, type of ingredient or material and location to determine our highest risk categories and supplier locations. This assessment identified approximately 200 of our highest risk raw material suppliers. In 2014, we completed 68 audits of our finished goods facilities and will now be working through our list of 200 at-risk suppliers to develop strategies for mitigating risks. We continued our program of audits across all General Mills-owned facilities and our co-packers globally using third-party auditors. Of the eight General Mills-owned facilities in North America we audited in 2014, all were compliant.

**Next steps:** We are working toward the following goals in fiscal 2015:

- We will conduct 20 audits of our high-risk suppliers, either at the request of General Mills or through mutual recognition of audits through AIM-PROGRESS.
- We will obtain additional risk assessment and audit information from our suppliers through SEDEX.
- We will conduct approximately 70 audits in 2015 of our own facilities and those of our co-packers.



△ We support safe and healthy working conditions across our supply chains. © Proforest

- We will implement a business process supporting our Supplier Code of Conduct to increase awareness of our expectations.

Guided by the 1998 Declaration, General Mills respects the principles of collective bargaining and freedom of association, and prohibition of discrimination, child labor and forced labor – including that associated with human trafficking. We use third-party auditing firms to conduct independent audits of our suppliers. All instances of noncompliance found during audits are remediated – either resolved or are actively being addressed in an agreed-upon corrective action plan.

Clarifications by the U.S. Securities and Exchange Commission state that food packaging is not included in the scope of the Dodd-Frank Act (Section 1502) as it relates to reporting on the geographic source of certain “conflict minerals.”

**G4-HR4, HR5, HR6, HR10, FP1**



## 3B Increase supplier diversity

Build relationships with a diverse supplier base



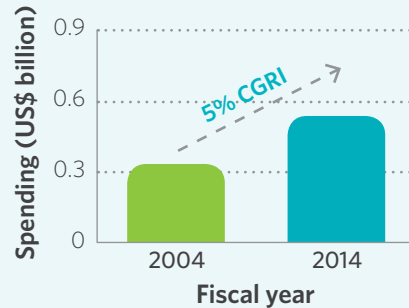
### Supplier diversity

**Commitment:** General Mills is committed to establishing and growing relationships with an increasing number of qualified, diverse suppliers (organizations owned by minorities, women, veterans and lesbian, gay, bisexual and transgender business owners).

**Impact:** US\$543 million spending in fiscal 2014 with diverse suppliers.

**Long-standing commitment:** Our supplier diversity efforts reflect our commitment to create jobs and foster economic development in the communities where we operate. Our commitment to working with diverse suppliers has been in place since the 1960s. Each General Mills division or department sets annual objectives and formulates plans leading to measurable improvements in diversifying our supplier base. The Supplier Diversity department at General Mills supports diverse supplier business development by creating networking and training opportunities.

### General Mills supplier diversity spending



General Mills' first-tier spending with U.S. minority- and female-owned businesses has increased 5 percent (compounded annually) over the last 10 years.

**Progress:** During the past 10 years, General Mills has spent more than US\$5 billion with diverse suppliers, and our annual spend has grown 5 percent compounded annually. In 2014, spending increased with women-owned businesses by 4 percent and with veteran-owned businesses by 6 percent. We are exploring opportunities to expand our reach and expect to include businesses owned by people with disabilities by 2016. Learn more about diversity and inclusion at General Mills in the [Workplace](#) section of this report and in our [Supplier Code of Conduct](#).

**Community impact:** In 2009, General Mills developed a Community Impact Study,

which helps us understand how our efforts are contributing to economic development. The survey provides insight around trends in three key areas: workforce employment, revenue growth and supplier diversity spend. Our 2013 study was distributed to our top 100 U.S.-based diverse suppliers. Fifty-nine percent of them responded with feedback, including the following highlights:

- Workforce growth of 4 percent to 21,000 employees
- Revenue growth of 12 percent to US\$14 billion
- Spend with other diverse suppliers of US\$450 million (3 percent of revenue)



### Recognition

- Best of the Best "Top Supplier Diversity Programs" – Professional Woman's and Hispanic Network magazines (2013 & 2014)
- "2014 Women's Enterprise USA 100 Corporations of the Year" – Women's Enterprise
- "Corporation of the Year" – North Central Minority Supplier Development Council (NCMSDC), 2013
- "Top Corporation for Women's Business Enterprises" – Women's Business Enterprise National Council, 2013 (General Mills' first national recognition for efforts with women's businesses)

The study has been widely accepted and replicated as a best practice across supplier diversity practitioners, corporations and advocacy groups.

**G4-EC1, EC9**

"We set the bar high when we select our partners, but once we form a relationship, we work very hard to make sure it's beneficial for both sides. Working with a diverse group of suppliers isn't a 'nice to do' – it's a 'must do.' Greater inclusion drives stronger results for us and broader impact across our communities." – Ken Powell, Chairman, Chief Executive Officer, General Mills



## Sweet Harvest Foods: Spreading opportunity in Brazil and Sierra Leone

General Mills has been purchasing honey from Sweet Harvest Foods since 1998. While our spending with this female-owned business has grown from US\$250,000 to US\$20 million over 16 years, our relationship also has expanded to include support for the company's outreach efforts to help smallholder farmers develop sustainable beekeeping businesses in Sierra Leone and Brazil.

**Sierra Leone:** In 2014, Sweet Harvest Foods' Africa Uplift project expanded workshops and visited rural villages to introduce the opportunity of beekeeping. Essential beekeeping equipment, including more than 1,000 bee suits and smokers,



has been provided to rural villages along with 470 bee hives for training purposes.

.....  
◁ We use Sweet Harvest honey in Honey Nut Cheerios.



△ Sweet Harvest employees conduct beekeeping workshops with villagers in Sierra Leone.

Nearly 6,000 subsistence farmers have received information and resources. Sweet Harvest Foods has helped establish two facilities as collection and training centers, which also loan equipment to farmers. The facility serving the northern



.....  
◁ Nature Valley granola bars contain Sweet Harvest honey.

part of the country has collected the first eight 55-gallon drums of honey purchased from farmers. Sweet Harvest Foods also provides accounting, logistics, transportation, market access and support to help build a sustainable effort. Honey is an important supplemental source of income that increases food security and enables families to pay school tuition for their children while also helping prevent deforestation. The team hopes to train up to 20,000 future beekeepers across Sierra Leone, including many women.

**Brazil:** Sweet Harvest Foods supports initiatives to help 600 families earn a living



△ African bees at a hive.



△ African honeybee at work collecting pollen and nectar.

through beekeeping as well as providing support to honey suppliers operating in poorer sections of Brazil devastated by drought. During the past four years, 82 percent of the bee colonies died due to the severe drought, radically diminishing honey production. Sweet Harvest Foods provided significant support to help sustain its primary honey supplier during the crisis, including business loans and assistance to help remaining beekeepers achieve organic certification to increase their potential margin and marketability.



△ Workers extract honey at a collection center in Brazil.



△ The Bongie Women's Association, a group of widowed farmers, started a new beekeeping enterprise together in 2014.





## 3C Protect animal welfare

Raise and treat animals humanely



### Animal welfare

**Commitment:** General Mills supports the humane treatment of animals in agriculture and will enforce the General Mills animal welfare policy covering pork, milk and egg production, antibiotic use and animal testing.

**Egg production:** General Mills is a member of the Coalition for Sustainable Egg Supply, a U.S.-based industry group evaluating various types of egg laying and hen housing systems based on five sustainability factors: worker health

and safety; environment; animal health and well-being; food safety; and cost/affordability. Findings from the research will help inform industry practices safeguarding people, animals and the environment. In Europe, General Mills continues working with our suppliers to increase the volume of eggs available from free-range hens. We have been sourcing 100 percent free-range eggs for all Häagen-Dazs products produced in Europe since December 2013. We continue to source ingredients from local farmers and suppliers. In the U.S., General Mills purchased 2 million eggs sourced from cage-free hens in 2014.

**Pork production:** General Mills supports the development of pregnant sow housing

alternatives. Though we recognize that the development and implementation of alternative systems may be a long-term process that could take up to 10 years, we will favor suppliers who provide actionable plans by 2017 to create traceability and to end their use of gestation crates within the U.S. pork supply chain.

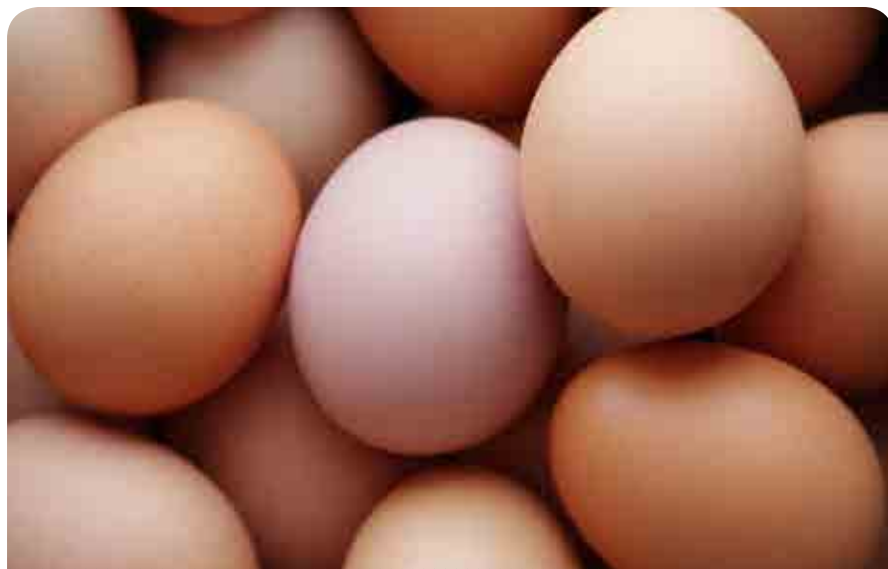
**Dairy production:** General Mills supports the use of polled genetics breeding programs to promote naturally hornless cattle, thereby eliminating the need for dehorning.

Learn more about General Mills' commitment to [animal welfare](#).

**G4-FP11, FP12**

**2 million**

In the U.S., General Mills purchased **2 million eggs** sourced from cage-free hens in 2014.



△ We support humane treatment of the hens who lay eggs used in our products.



△ We favor suppliers who use humane approaches to sow housing.



# ENVIRONMENT



**Our sustainability mission is to conserve and protect the natural resources and communities upon which our business depends.**

**OUR GOAL** is to continually reduce our environmental footprint. We concentrate on areas where we can have the greatest positive impact, with a focus on agriculture. Among our suppliers, we work to sustainably source the ingredients we use in our products. Across our global operations and beyond, we focus on reducing our GHG emissions and natural resource consumption.



## Our strategies

.....

**Increase**  
sustainability  
of ingredients







**Improve** environmental  
performance of our  
operations and beyond



## Overview

We continue to work toward our fiscal 2015 goals of achieving significant, measurable improvements in key environmental sustainability areas. In fiscal 2014, we made solid progress against our targets related to greenhouse gas (GHG) emissions, solid waste and packaging. Achieving our targets remains a challenge in energy, product transport and water. We continue to focus on continuous improvement in these areas. See details about our programs and performance throughout this section.

We report our environmental metrics with and without the impact of the recent acquisitions of Yoplait International (fiscal 2012) and Yoki (fiscal 2013). Significant use of renewable energy sources in Yoki operations has reduced our GHG emissions rate, and high water use in yogurt manufacturing and associated cooling systems at Yoplait International has significantly increased our water usage rate.

Performance dashboard			
	FY2015 target (% rate reduction from FY2005)*, **	FY2014 excluding Yoplait/Yoki acquisitions (% rate reduction from FY2005)	FY2014 including Yoplait/Yoki acquisitions (% rate reduction from FY2005)
 <b>GHG emissions rate*</b> (metric tons CO <sub>2</sub> e/metric ton of product)	20%	13%	23%
 <b>Energy usage rate*</b> (kilowatt hours/metric ton of product)	20%	8%	10%
 <b>Transportation fuel usage rate*, **</b> (% fuel reduction/metric ton of product shipped)	35%	22%	22%
 <b>Water usage rate*, **</b> (cubic meters/metric ton of product)	20%	13%	-17%
 <b>Solid waste generation rate*</b> (metric tons solid waste/metric ton of product)	50%	43%	41%
 <b>Packaging improvement rate*, **</b> (% of packaging volume improved)	60%	67%	68%

\*Rate-based and absolute data for energy, GHG emissions, water and solid waste generation in this section are from wholly owned production facilities on a global basis. Transportation fuel usage data covers outbound shipments in the United States by our logistics service providers. Packaging improvement data are global.

\*\*Water usage rate target and progress are based on fiscal 2006 baseline data. Transportation fuel usage rate and packaging improvement rate targets and progress are based on fiscal 2009 baseline.

**Next phase goals:** We are developing new environmental goals for the future. We expect to release those in the first quarter of FY2016.

# Our approach: measure & reduce

We track our environmental footprint, work to reduce our global impact and report progress

**Leadership and governance:** At General Mills, our Chairman and Chief Executive Officer has ultimate accountability for environmental sustainability, which is included in his annual performance objectives and impacts his compensation. He convenes the Sustainability Governance Committee three times per year (see list of members in the [Sourcing](#) section). The committee reviews and approves strategies, programs and key investments. Additionally, the Board of Directors' Public Responsibility Committee regularly reviews the company's sustainability objectives, strategies and performance.

Our Chief Sustainability Officer, who reports to the Executive Vice President of Supply Chain and the Senior Vice President of External Relations, leads our global environmental sustainability initiatives. Executives in Supply Chain, External Relations and Sustainability have a responsibility to develop, coordinate and execute programs to achieve companywide targets. To ensure ownership across General Mills, relevant executives within business units, supply chain and production facilities are accountable for the parts of the targets that they control.

**Environmental management system:** We use a companywide environmental management system, based on a "plan, do, check, act" approach, to continually improve performance in our directly controlled operations.

Measurement plays a central role. To pinpoint areas of greatest energy and water usage across our most resource-intensive production facilities, we have installed metering devices for specific equipment and processes. This helps us identify energy and water savings opportunities and implement improvements. Learn more in the [Reduce energy usage](#) and [Reduce water usage](#) sections.

We track and manage environmental and safety incidents, tasks and performance data using our Global Safety

## Production sites



General Mills operates production sites around the world, primarily in the United States, Europe, Latin America and China.

Tracking and Environmental Management System (GSTEMS), a global online information management platform used by 85 percent of our production facilities worldwide (based on volume). At each facility we use scorecards to document and report progress.

We audit selected sites each year, focusing on environmental, health and safety, regulatory compliance and management system effectiveness. Our audit teams

are a combination of corporate and production facility professionals, which enables internal benchmarking as well as capability and relationship building. We upload identified issues into GSTEMS and promptly address them. To complement these formal audits and expand this initiative to more sites across the company, we have developed self-audit tools for use at our sites.



**Sustainability and business value:** Our sustainability initiatives in our operations create business value for General Mills while reducing our environmental footprint. Each year, we invest millions of dollars in projects that save money by reducing energy and water usage as well as waste generation. See the [Reduce energy usage](#), [Reduce water usage](#), and [Reduce solid waste generation](#) sections for examples.

These efforts support two key business strategies. The first, Continuous Improvement (CI), focuses on loss elimination. CI encourages employee ownership of company processes – from production facility workers to executive management – to end and prevent waste in every part of the business, an approach that we refer to as “Zero Loss Culture.” For example, our companywide Ingredient Over-usage Reduction Program uses a 12-step process to identify and eliminate losses from the conversion of ingredients to finished products. This focus on understanding and removing system waste has benefited product quality and reduced production costs while improving system capacity.

The second broad strategy is Holistic Margin Management (HMM), which calls on cross-functional teams to analyze the value drivers for our business and eliminate non-value-added costs and activities. In addition to improving environmental performance, savings from these initiatives help offset inflation in raw material costs. This approach helps us to maintain consumer prices and to invest in innovation and marketing.

Our companywide target is to accrue US\$4 billion in HMM savings between fiscal 2010 and 2020, including both environmental and nonenvironmental initiatives. To date, sustainability initiatives have contributed substantially to our progress. Since fiscal 2005, our North American operations have saved approximately US\$65 million through proactive environmental management and CI and HMM initiatives that make our production facilities more efficient and environmentally sustainable.

.....  
**Best practices sharing and training:** Global Safety and Environment teams at our facilities meet regularly to

share best practices about environmental initiatives and compliance requirements. In each facility and targeted business operation, we conduct general environmental training for many new employees. We also provide targeted training annually or as required for duties and tasks such as oil handling, storm water management, waste handling, and others. We track training as a part of our environmental management system to ensure compliance.

**G4-42, 48**

**\$65 million**

Since fiscal 2005, our North American operations have saved approximately US\$65 million through proactive environmental management and other initiatives that make our production facilities more efficient and environmentally sustainable.



△ The content in this section relates primarily to the Converting, Packaging and Shipping phases of our value chain. For a more detailed view of our value chain, see page 7.

**G4-12**

## Our strategies and actions

### 1 Increase sustainability of ingredients

**A** Improve sustainability of raw materials and watersheds

### 2 Improve environmental performance of our operations and beyond

**A** Reduce GHG emissions

**B** Reduce energy usage

**C** Reduce transportation fuel usage

**D** Reduce water usage

**E** Reduce solid waste generation

**F** Reduce packaging footprint

These items are the main focus of this section.



## 1 Increase sustainability of ingredients

### 1A Improve sustainability of raw materials and watersheds

Promote sustainable practices, purchase sustainable ingredients and protect natural resources

**Approach:** Nearly two-thirds of General Mills' GHG emissions and 99 percent of water use occur outside the company's operations in the growing of raw materials and preparation of ingredients we use to produce and package our products. Therefore, improving our sustainable sourcing practices is essential to enhancing our overall environmental performance.

**Strategy:** We focus on increasing the sustainability of the ingredients we use in our products, collaborating to improve global water stewardship and advancing socially responsible supply chains. We have committed to sustainably source our 10 priority ingredients by 2020, representing more than 50 percent of our total buy.

**Progress:** We continued to advance toward our 10x20 sourcing commitment through work with smallholder farmers in developing economies and larger-scale growers in developed economies. During the year, we also continued development of a collaborative global water stewardship strategy to promote sustainable water use throughout our supply chain.



## 2

# Improve environmental performance of our operations and beyond

## 2A Reduce GHG emissions

Manage the climate impact of General Mills



### Progress

**Target:** Reduce GHG emissions rate by 20 percent by 2015 (2005 baseline).

**Performance:** We decreased this rate by 23 percent through 2014, compared to 20 percent through 2013, and surpassed our target.<sup>1</sup> Our absolute GHG emissions decreased by 10 percent since 2005 while net sales rose 59 percent. During that period, emissions decreased by 14 percent not including Yoki and Yoplait.

**Key drivers:** Recent progress against our goal is largely due to significant use of renewable energy sources at our Yoki facilities.

### Approach

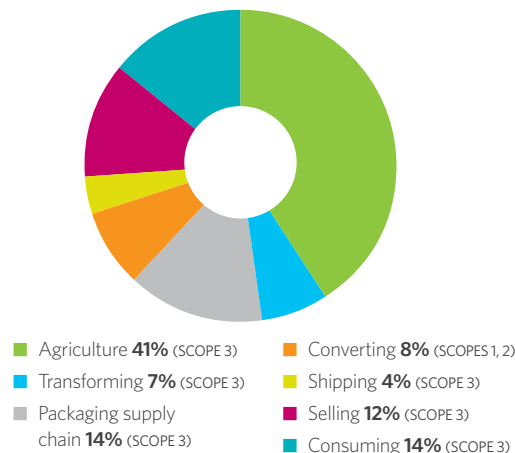
Climate change is one of the most pressing environmental issues across our value chain. As a global food company, General Mills recognizes the risks that climate change presents to humanity, our environment and our livelihoods. Changes in climate not only affect global food security but also our raw material supply. This impacts our ability to deliver quality, finished products to our consumers and ultimately, value to our shareholders.

General Mills takes a broad approach to address this issue. We work to decrease Scope 1 and Scope 2 emissions from our directly controlled operations. We also collaborate with others to reduce Scope 3 emissions from across our value chain. These represent the vast majority of our carbon footprint (see graph).

During fiscal 2014, we published the [General Mills Policy on Climate](#). This establishes a broad framework to track and reduce GHG emissions across our value chain. It covers the following areas:

- **Mitigation** – Reduce impacts from agriculture as well as our own operations, address GHG emissions due to land and water use, contribute to cross-industry efforts to decrease food waste and others.
- **Adaptation** – Invest in proprietary plant breeding programs to provide farmers with seeds that deliver high-yield, high-quality crops despite climate variability, give growers technical assistance to reduce their environmental impacts, support development of tools and systems that monitor climate change and others.
- **Disclosure and advocacy** – Report progress against targets, participate

**GHG emissions across our value chain**  
[% of total]\*



\*Based on analysis completed by Trucost in September 2012.

in [CDP](#) (Carbon Disclosure Project) climate surveys, advocate for effective and efficient public and industry association policy and others.

<sup>1</sup>The statement of progress against the 2015 target, which is normalized to production, represents wholly owned production facilities globally and includes Yoki and Yoplait.

“General Mills is showing increasing leadership on climate change and we are proud to welcome the company as our newest member of BICEP. With General Mills’ global commitment to sustainable sourcing and the work it is doing to reduce GHG emissions in its direct operations and in agriculture, the company brings a lot to the table. We are certain General Mills will be an effective advocate for strong climate and energy policies.” – Mindy Lubber, President, Ceres

We have also committed to setting 2020 targets and disclosing a plan for reducing GHG emissions (Scopes 1-3) across our entire value chain. We are working on this with [BSR](#) using a science-based methodology endorsed by industry and other stakeholders. This approach takes into account emissions reductions needed to achieve a global mean temperature rise of less than 2 degrees Celsius above pre-industrial levels. We plan to update those targets every five years.

Effective collaboration across industries and types of organizations has a critical role in combatting climate change. During 2014, General Mills joined the [BICEP](#) ([Business for Innovative Climate & Energy Policy](#)) coalition to work with other businesses and policymakers to advocate for innovative and impactful climate and clean energy policies. We also signed onto the [New York Declaration on Forests](#) and the [UN Caring for Climate Declaration](#).

## Reducing emissions from our directly controlled operations

About 8 percent of the GHG emissions associated with our value chain are Scope 1 and Scope 2, from our directly controlled operations. Although this is a relatively small part of our overall footprint, we control it directly and we are committed to reducing emissions whenever we have the opportunity.

Most of these emissions are from burning fossil fuels – natural gas, fuel oil and propane – at our facilities and purchased electricity generated by various sources. Therefore,



△ The waste water pre-treatment facility in Murfreesboro, Tennessee that removes dairy solids prior to discharging into the city treatment system.

using energy more efficiently and shifting toward less GHG-intensive forms of energy are the most effective ways for us to improve performance. See [Reduce energy usage](#) for details about our efforts in this area.

In addition to energy efficiency, converting to less GHG emissions-intensive forms of energy can reduce our carbon footprint. In China, our Guangzhou, Nanjing and Shanghai production facilities recently switched from oil- to natural gas-fired boilers. This change has reduced related fuel use by nearly 50 percent at each location and will save about US\$1 million yearly at the Guangzhou site alone. Natural gas burns more cleanly than oil and reduces related GHG emissions by about 28 percent.

Use of innovative technologies also decreases our climate impact. In Murfreesboro, Tennessee, in fiscal 2014, we installed an anaerobic reactor at our facility that uses self-renewing bacteria to convert the whey byproduct from Greek style yogurt production into a combustible biogas, which will in turn be used to generate energy beginning in fiscal 2015.

Once fully operational, this project will have a range of environmental and financial benefits:

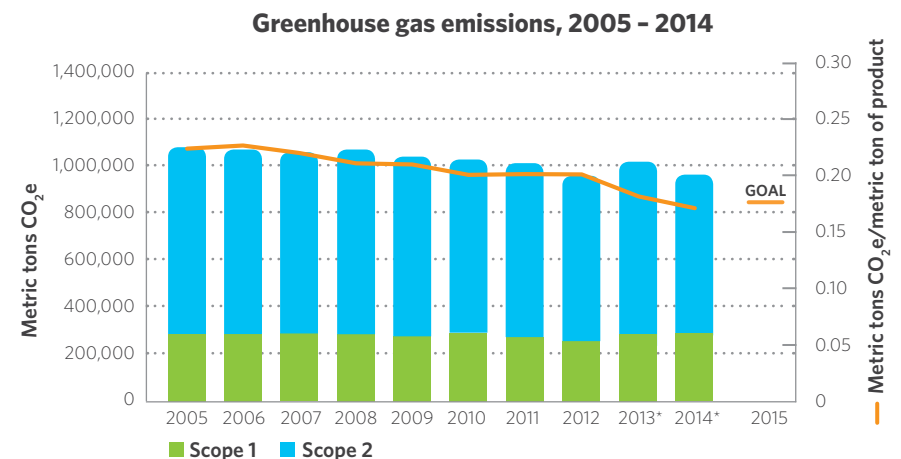
- **Produce methane biogas** with the potential to generate electricity equivalent to more than 10 percent of the power consumed by the entire facility; waste heat recovery from the system will reduce site gas use by 10 percent.
- **Decrease GHG emissions** by more than 9,000 metric tons of carbon dioxide equivalent (CO<sub>2</sub>e) per year as coal-generated electricity is replaced by biogas.
- **Remove 15 truckloads** of whey byproduct per day from the roads, saving about 95,000 liters of diesel fuel per year and avoiding another 250 metric tons of CO<sub>2</sub>e annually.
- **Return 130,000 cubic meters** of water to the watershed annually.
- **Create US\$2.4 million** in benefits yearly through alternative processing of the waste and energy generation.

To view additional GHG emissions data, see the [Environmental Data Summary](#).

## Decreasing upstream and downstream emissions

Approximately 92 percent of the GHG emissions associated with our value chain are Scope 3, occurring in entities not owned or controlled by General Mills. More than 60 percent of value chain emissions relate to agriculture, ingredients and packaging.

Decreasing these emissions offers the greatest opportunity to reduce our carbon footprint, while also supporting the long-term availability of ingredients. For this reason, we have committed to sustainably source our 10 priority ingredients by 2020, representing more than 50 percent of our total buy. This includes investments in sustainable agriculture to improve



\*Data for 2013 and 2014 include production facilities gained in the acquisition of Yoki and Yoplait. See the Environmental Data Summary to view data for 2013 and 2014 not including those acquisitions. We updated emission factors for fiscal 2014 to reflect improvements in the power generation industry.



the livelihoods and climate resilience of smallholder farmers who are less prepared to adapt to climate-related risks.<sup>2</sup> Given the interconnection between climate and water, we also focus on improving the most at-risk watersheds within key growing and operating regions. See [Sourcing](#) for more information.

Due to its importance to our portfolio and its significant environmental impact, dairy is a focus area for General Mills. We belong to the Sustainability

Council of the Innovation Center for U.S. Dairy, which has committed to the voluntary goal of reducing GHG emissions for fluid milk by 25 percent by the year 2020 (using 2007-2008 as a baseline). Our participation in this industry group supports our own intention to sustainably source the fluid milk used in our products, such as Yoplait® yogurt.

Beyond dairy, we help measure GHG emissions associated with row crop production in North America through our

ongoing collaboration with Field to Market. Through our sourcing relationships, we work to eliminate controversial sources for ingredients – such as fiber packaging or palm oil – that can contribute to deforestation, which affects climate change.

To learn more about our efforts to decrease GHG emissions in agriculture, see [Sourcing](#).

Product transport and packaging are other important sources of Scope 3 emissions that we work to address. See [Reduce](#)

[transportation fuel usage](#) and [Reduce packaging footprint](#) for more information.

To view detail regarding the risks and opportunities General Mills faces due to climate change, see our [CDP submission](#) online.

[G4-16, EC2, EN15, EN16, EN17, EN18, EN19](#)

## 2B Reduce energy usage

Improve the energy efficiency of General Mills facilities around the world



### Progress

**Target:** Reduce energy usage rate by 20 percent by 2015 (2005 baseline).

**Performance:** We decreased this rate by 10 percent through 2014, unchanged since 2013.<sup>3</sup> Our energy usage increased by 1 percent in absolute terms since 2005, while net sales rose 59 percent. During that period, energy usage decreased by 9 percent not including Yoki and Yoplait.

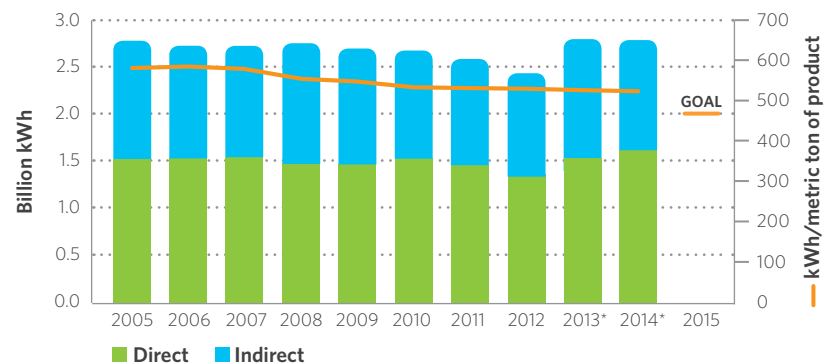
**Key drivers:** Our energy usage rate during the last year is due largely to stronger growth in relatively higher energy products, such as Greek yogurt.

### Approach

Energy is a significant operating cost for General Mills and the main source of GHG emissions from our directly controlled operations. Therefore, using it efficiently and reducing consumption is a priority and saves money while decreasing our climate impact. Our main sources of energy are natural gas (about 52 percent of the total) and electricity (44 percent).

To motivate ongoing improvement, all General Mills production sites have annual targets to reduce energy use by 3 percent normalized to production. We collect and share sustainability best practices across our locations, such as optimization of dryers, ovens and freezers; heating and cooling system improvements; and lighting replacement innovations.

Energy usage, 2005 – 2014



### Five-Step Energy Reduction Process

Understanding energy use is essential to ongoing improvement, and the Five-Step Energy Reduction Process (see graphic on

next page) is central to our approach. This process is currently in use at all of our Big G cereal production plants as well as two of our largest frozen food plants (Pillsbury and Totino's) in North America.

<sup>2</sup> IPCC WGII AR5 Summary for Policymakers, 31 March, 2014, p. 19, 21.

<sup>3</sup> The statement of progress against the 2015 goal, which is normalized to production, represents wholly owned production facilities globally and includes Yoki and Yoplait.



## Five-Step Energy Reduction Process



In fiscal 2014, we implemented more than 270 projects at 10 sites through the Five-Step Energy Reduction Process that saved greater than 71 million kWh, delivered US\$4.1 million in HMM reduction, and avoided over 24,000 metric tons CO<sub>2</sub>e of GHG emissions. We also identified possible future projects with projected potential savings of US\$14.4 million. General Mills was included in the [U.S. Department of Energy's "Better Plants" program](#), and President Obama highlighted the company's leadership in energy reduction.

In 2015, we plan to roll this program out to seven additional sites. By the end of the year, we will have implemented the Five-Step Energy Reduction Process at 16 of our largest North American sites across all businesses, which represent 80 percent of our energy usage in the region (and about 60 percent of our energy usage globally). We expect this initiative to save about US\$20 million in energy in North America over the next several years.

## Improving energy efficiency companywide

Beyond the Five-Step Energy Reduction Process, all sites globally work to save energy and decrease GHG emissions. Our facility in Inofita, Greece, installed 240 square meters of solar panels during fiscal 2014, to reduce diesel consumption related to water heating and decrease related GHG emissions. The system is projected to save about US\$50,000 annually, pay for itself in just two years and avoid nearly 40 metric tons of CO<sub>2</sub>e each year. The site plans to connect the panels to the air conditioning system to use extra capacity and further increase savings.

Upgrading to LED lights has been another source of energy savings in our facilities. Numerous sites globally have implemented or are in the process of implementing LED technology, and will save over 2.6 million kWh of electricity and more than US\$230,000 annually. In

early 2014, our production facility in Nova Prata, Brazil, began to upgrade to LED lights. So far, it has substituted nearly 100 fluorescent lamps with more efficient LED units. Also during the year, our facility in Inofita, Greece (mentioned at left as well), installed LED lights in the shop floor area, which will save more than US\$30,000 and 400,000 kWh of electricity each year on an investment of about US\$75,000.

At seven of our sites in California, Georgia, Illinois, Iowa, New Mexico, New York and Ohio, we implemented controls and



△ Solar panels at our facility in Inofita, Greece.

technologies in fiscal 2014 to improve boiler efficiency, and captured energy from exhaust flash steam, using heat exchanges to produce hot water. This saves more than 18.7 million kWh of energy on an annual basis, equivalent to \$400,000.

Green building design also improves our performance in energy use as well as water and waste. As of the end of fiscal 2014, about 12 percent of the square footage at our world headquarters was certified to LEED or LEED Commercial Interiors, and approximately 30 percent of the space in our North American distribution centers was certified to LEED Gold. Together, these represented about 3.3 million square feet. To further advance our efforts in this area, General Mills is a partner in the [U.S. Department of Energy's Better Buildings Challenge](#). Through this initiative, we are committed to a 20 percent reduction in energy intensity at all our U.S. production facilities by 2022, compared to 2012.

During the year, four General Mills employees globally won awards from the Association of Energy Engineers' World Energy Engineering Congress.

To view additional data about energy usage in our directly controlled operations, including a breakdown by source, see the [Environmental Data Summary](#).

**G4-EN3, EN5, EN6**



## 2C Reduce transportation fuel usage

### Improve transportation efficiency



#### Progress

**U.S. target:** Reduce fuel usage rate by 35 percent by 2015 (2009 baseline).

**Performance:** We reduced this rate by 22 percent through 2014, compared to 24 percent through 2013, despite several initiatives that offset fuel use.<sup>4</sup>

**Key drivers:** During fiscal 2014, winter storms, fluctuations to our regional distribution strategies, capacity constraints on rail and softer product volumes decreased our use of rail and intermodal.

### Approach

Transporting our products is a significant source of GHG emissions, representing an estimated 4 percent of the total across our value chain. We work with our suppliers, co-packers, transportation providers and customers to reduce the environmental impact of shipping our products around the world.

### Optimizing modes of transportation

In 2014, we continued working to improve transportation efficiency through modal shift – moving loads to transport modes with less

impact, such as from truck to rail or ship. Although our overall usage of intermodal decreased last year, targeted efforts increased our use of this approach in three of our top U.S. product divisions by 2.4 percent.

### Using innovative technologies

Innovative vehicle technologies can also improve environmental performance. In Buffalo, New York, our supplier began using tri-axle trailers in 2014. This enables us to ship 50 percent more pallets of flour per truck from our facility to the nearby warehouse, reducing the total number of shipments by one-third. These specialized trucks run on compressed natural gas that reduces GHG emissions by one-third compared to diesel vehicles.



△ Tri-axle trailers increase load, reducing trips and associated GHG emissions.

At our Martel, Ohio, production facility we partnered with a carrier to use lightweight truck cabs to transport flour. This allowed us to include two additional

pallets on each truck, increasing the load factor by 10 percent and reducing GHG emissions by a corresponding amount.



△ Lightweight truck cabs enable additional shipment volumes.

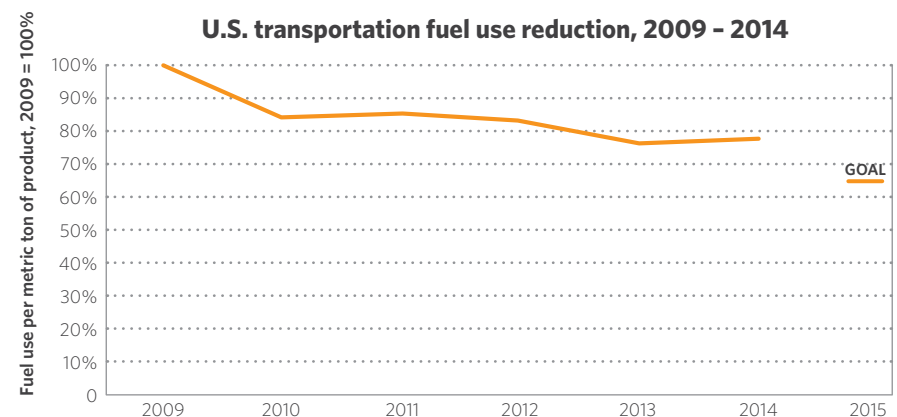
Expanding on a pilot program launched in June 2013, General Mills used 20 new semitrailers powered by compressed natural gas (CNG) to transport products to some U.S. retail customers as of October 2014. The trucks travel more than 140,000 miles per year and reduce diesel consumption by over 90,000 liters annually. While these trucks represent less than 1 percent of our truck capacity,

we are evaluating the scalability of this technology to reduce emissions for lighter loads by replacing diesel fuel with cleaner-burning natural gas. We plan to increase the number of CNG-powered trucks by 40 percent by May 2015, and increase the miles driven by more than 300 percent during that period.

### Improving logistics planning

Working with supply planning teams in each of our divisions, in 2014 we continued to decrease our total delivered costs by regionally sourcing products from General Mills' facilities rather than shipping them longer distances.

We also improved logistics planning to fill trucks more completely and when possible used the same carrier for inbound and outbound freight, reducing empty trucks on the road. During the coming year, we will continue to increase



<sup>4</sup> Transportation fuel use data covers outbound shipments in the United States by our logistics service providers.



use of load optimization software to improve overall shipping efficiency.

Transitioning some ingredients to bulk shipping also has benefits. In 2014, we began transporting high oleic sunflower



△ Using tanker trucks to transfer high oleic sunflower oil reduces GHG emissions and packaging use.

oil about 110 miles between the cities of Lezama and Burzaco, Argentina, using tanker trucks instead of smaller packaged containers. This reduces the number of deliveries each year from 24 to 16, decreasing associated GHG emissions. It will also save US\$143,000 and more than 30 metric tons of plastic bags, cardboard packaging and wooden pallets annually.

## Collaborating to streamline shipments

We collaborate across General Mills and with our suppliers to reduce transportation impact. In 2013 and 2014, our teams in Australia and San

Andrian, Spain, worked together to reduce the number of containers from 450 to 330 required to transport products to Sydney, Australia. To improve container utilization from 60 percent to nearly 90 percent, we changed palletization height, increased outer casing strength, stacked products by weight, and implemented more efficient container temperature choices. Beginning in fiscal 2015, these enhancements will reduce GHG emissions by approximately 8,000 metric tons CO<sub>2</sub>e and save US\$450,000 annually.

When selecting shippers, we prioritize companies with strong environmental credentials. One hundred percent of the



△ More efficient utilization decreased the number of containers required to ship our products.

primary truck carriers with whom we have ongoing contracts and 80 percent of our primary intermodal carriers (those that work in conjunction with carriers from other transport modes) in the United States are [SmartWay](#) certified.

**G4-EN19, EN30**

## 2D Reduce water usage

Lower consumption and reuse water



### Progress

**Target:** Reduce water usage rate by 20 percent by 2015 (2006 baseline).

**Performance:** This rate increased 17 percent through 2014, an improvement from a 22 percent rise through 2013 but still off track to meet our target.<sup>5</sup> Our absolute water withdrawal increased by 41 percent since 2006, while net sales rose 54 percent. During that period, water usage decreased by 12 percent not including Yoki and Yoplait.

**Key drivers:** High water usage in yogurt production and associated cooling systems following the Yoplait acquisition in fiscal 2012 as well as expansion of our Greek yogurt business, have contributed to this performance. These factors were only partially offset by savings at several facilities.

### Approach

As a global food company, water is critical to our business. We have an interest and a responsibility to protect the quality and supply of water upon which our business depends, and continually look for ways to collaborate with others to benefit our growers, communities and the environment.

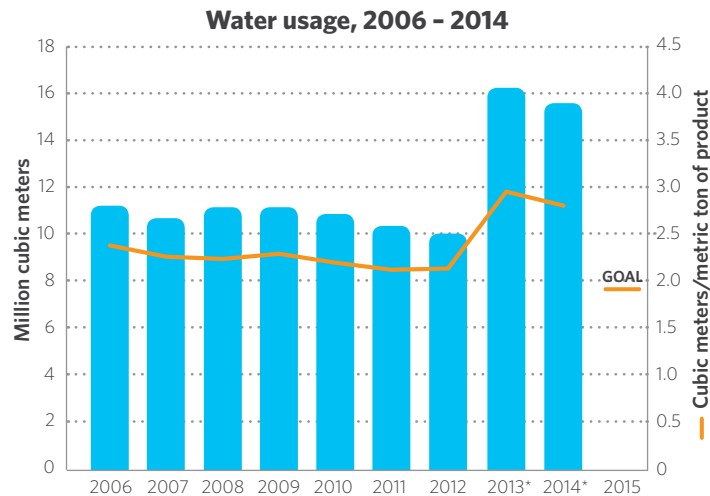
Water is one of the most material environmental issues across our value chain, especially in agriculture, which represents an estimated 82 percent of our total water footprint. We work to understand water usage in every phase, from watershed to production, and identify opportunities to increase efficiency and

conservation. We strive to minimize water and energy usage in our operations, similar to how we work to avoid over use of ingredients in our products. This mindset, combined with our five-step water and energy reduction processes, has helped us reduce consumption while also decreasing corresponding GHG emissions.

To encourage improvement across industries, General Mills is a Founding Partner of the [Alliance for Water Stewardship \(AWS\)](#), which seeks to define the global standard in this area. The International Water Stewardship Standard 1.0, created through a four-year global multi-stakeholder effort, defines criteria for good water

<sup>5</sup> The statement of progress against the 2015 target, which is normalized to production, represents wholly owned production facilities globally and includes Yoki and Yoplait.





\*Data for 2013 and 2014 include production facilities gained in the acquisition of Yoki and Yoplait. See the Environmental Data Summary to view data for 2013 and 2014 not including those acquisitions.

stewardship and helps companies assess and improve their performance.

In 2014, we published the [General Mills Policy on Water](#). This describes our broad approach to addressing this issue, and covers the following areas:

- **Mitigation and adaptation** – Continue efforts to increase water efficiency within our operations, supply chain and priority watersheds and collaborate with our suppliers, local communities, governments, NGOs and the industry to advance watershed stewardship.
- **Annual reporting** – Report progress against targets annually.
- **Policy engagement** – Advocate for effective, efficient public and industry association policy and action and encourage peers to engage on water issues.

## Reducing water usage in our directly controlled operations

Our main uses of water at General Mills are as an ingredient, for cooling or heating and for cleaning and sanitizing equipment. Although only about 1 percent of the water consumed to create and distribute our products is within our directly controlled operations (see water consumption across our value chain pie chart), we take every opportunity to reduce consumption. We track water consumption in each of our locations to identify areas of high usage and target opportunities for improvement. Every production facility has a target to decrease water use by 1 percent each year, normalized to production.

We share best practices across sites to maximize benefits companywide. To better

understand our opportunities to increase efficiency in water usage, we have adapted the Five-Step Energy Reduction Process (see [Reduce energy usage](#)) to also apply to water. We are testing this process at our Murfreesboro, Tennessee, site and plan to fully launch it at that location in 2015 and other facilities in the coming years.

In Linbro, South Africa, at our facility that makes dry mixes, pizza bases and other products, we installed hand-operated, high-pressure, low flow spray nozzles in sanitation areas during 2014. This will save nearly 9,000 cubic meters of water and US\$20,000 annually.

Our facilities recirculate water when possible for reuse rather than disposal. At our Green Giant location in Irapuato, Mexico, which is located in one of our key watersheds (see [Sourcing](#) for more detail), we added additional equipment to our wastewater treatment system in 2014 to facilitate water reuse in cooling towers associated with broccoli and cauliflower freezing. As of October of that year, the location has increased its water reuse rate for this system to about 8 percent of related water withdrawal, from less than 1 percent earlier in the year. Moving forward, we plan to expand utilization of this equipment, potentially tripling related water reuse to more than 60,000 cubic meters per year.

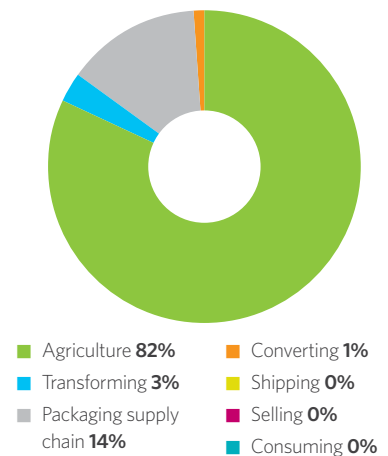
To view additional data about water usage in our directly controlled operations, including withdrawal by source, see the [Environmental Data Summary](#).

## Managing upstream impact

Ninety-nine percent of our water footprint occurs upstream from our directly controlled operations. Therefore, promoting more efficient water use across our value chain is a key priority. We are implementing our global water stewardship strategy to improve the health of watersheds accessed by our business worldwide. Our four-phase approach includes assessment, analysis and action planning, collaboration, and transformation to sustainable water use throughout our supply chain. See [Sourcing](#) section for more detail.

**G4-16, EN8, EN9, EN10, EN27**

### Water consumption across our value chain [% of total]\*



\*Based on analysis completed by Trucost in September 2012. Water consumption in Shipping, Selling and Consuming was considered to be immaterial.



## 2E Reduce solid waste generation

Decrease impact and create value through reduction, reuse and recycling



### Progress

**Target:** Reduce solid waste generation rate by 50 percent by 2015 (2005 baseline).

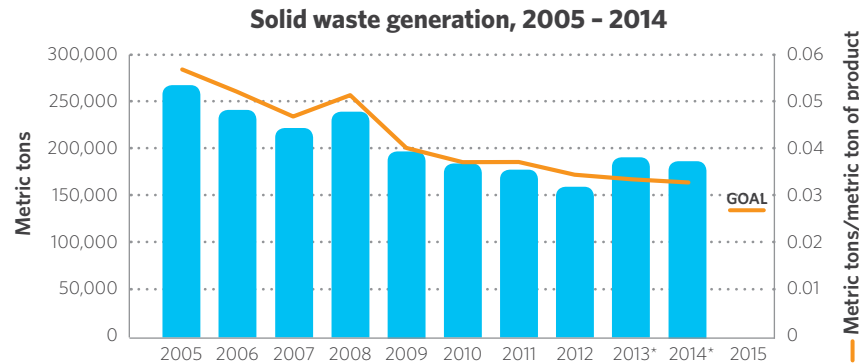
**Performance:** We decreased this rate by 41 percent through 2014, compared to 40 percent through 2013.<sup>6</sup> Our solid waste generation reduced by 30 percent in absolute terms since 2005 while net sales rose 59 percent. During that period, solid waste generation decreased by 43 percent not including Yoki and Yoplait.

**Key drivers:** During 2014, we continued to reduce food waste from operations and move recyclables to higher value markets including reuse, contributing to progress against our target.

### Approach

To reduce waste and related environmental impacts in our operations, we use the following hierarchy:

- **Reduce** waste at the source by improving process efficiency and targeting opportunities for improvement.
- **Reuse** waste for beneficial purposes when possible.



Data for 2013 and 2014 include production facilities gained in the acquisition of Yoki and Yoplait. See the Environmental Data Summary to view data for 2013 and 2014 not including those acquisitions.

- **Recycle** waste when reuse is not feasible (including composting organic waste).
- **Recover** energy from waste that cannot be reused or recycled.
- **Dispose** of waste as a last resort.

Worldwide, at the end of fiscal 2014, five General Mills production facilities (about 9 percent of the global total) met our zero-waste-to-landfill criteria by reusing, composting or recycling at least 90 percent of all waste (the remainder is incinerated with energy recovery). These included Chanhassen, Minnesota, U.S.; Midland, Ontario, Canada; Berwick, U.K.; and Landes, LeMans, Seretram and Vienne, France.

### Improving reuse

In 2014, we reused or recycled 87 percent of our waste in North American operations, up

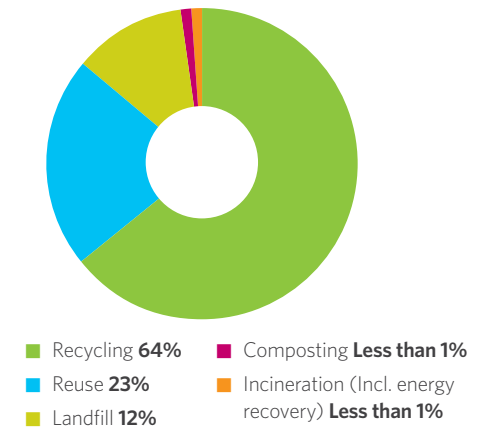
from 85 percent in 2013. During the last year, reuse increased from 14 percent to 23 percent of the total and landfill decreased from 14 percent to 12 percent. Recapturing value from waste has become a revenue source for General Mills, representing a record US\$10 million of net revenue in 2014 for our North American operations. For example, our facilities in that region reused 8,700 metric tons of cardboard boxes and totes in 2014, returning US\$1.3 million to our facilities. In Belvidere, Illinois, we reused 200 metric tons of cup boxes during the year, saving US\$7,700. Our Kansas City, Missouri, and Carlisle, Iowa, sites recently launched a collaboration to reuse chocolate chip shipping boxes instead of recycling them after a single use. This compounds savings and reduces impact at both sites while demonstrating our environmental vision and strategy to our employees.

### Increasing recycling

We reduce waste to landfill by recycling production, office, packaging, and construction materials. For example, through our partnership with [Hauling for Hope](#), we donate scrap metal from several company locations. This organization sorts and recycles the materials, which might otherwise go to landfill, and uses the proceeds to support programs for children with special needs. Since 2013, we have recycled nearly 40 metric tons of metal through this organization. At our



### Solid waste by disposition (% of 2014 total for North American operations only)



<sup>6</sup> The statement of progress against the 2015 target, which is normalized to production, represents wholly owned production facilities globally and includes Yoki and Yoplait.



△ Plastic-lined kraft bags bound for recycling at our site in Cedar Rapids, Iowa.

site in Cedar Rapids, Iowa, we installed a compactor in 2014 that enabled us to divert from landfill and recycle more than 10 metric tons of plastic-lined kraft bags during the first six months. At full utilization, we expect that recycled volume will increase to over 80 metric tons per year, reducing waste to landfill at the site by approximately 20 percent.

We also focus on waste reduction outside of our production facilities. At our headquarters in Minneapolis, Minnesota, we repurposed a dozen mature ash trees that had been removed for a building addition as wall material in a meeting space.



△ Meeting room at our headquarters with wall material created from repurposed ash wood.

## Composting

We compost food and other organic waste at our facilities around the world, reducing waste sent to landfills.

- **In Mexico**, our Old El Paso and Green Giant locations in Irapuato transform waste from tacos, tortillas, and fresh and frozen vegetables as well as cardboard into compost. During 2014, 427 metric tons of organic waste were composted and used as fertilizer in our greenhouses, up 19 percent from the prior year.
- **In Minnesota**, our headquarters diverted 79 metric tons of organic waste from landfills in 2014, reducing the facility's landfill use by 25 percent.

## Reducing food waste

Worldwide, about one-third of food is wasted – equaling 1.3 billion metric tons of food waste each year – while nearly 1 billion people do not have enough to eat. Addressing this issue not only benefits people but also the environment, by decreasing demands on agriculture and reducing food in landfills. This is critical, since food waste is five times more impactful per kilogram in a landfill than packaging waste due to the methane it creates – a GHG 20 times more potent than carbon dioxide.

We help reduce food waste by improving our production processes, donating surplus food to charitable organizations, and collaborating across our supply chain.

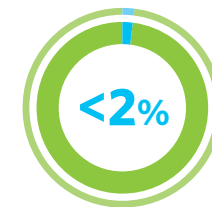
**Operations:** Due to our highly efficient production processes, the amount of food

waste we generate is less than 2 percent of our total product volume. Nonetheless, we continually pursue opportunities to reduce this waste further. For example, during 2014 we standardized operator transition processes in *Cheerios* production to reduce food losses by more than 50 percent, equivalent to nearly 370 metric tons. Also during the year, we implemented process and maintenance improvements in fruit snacks and ready-to-spread frosting that reduced waste by 17 percent, equivalent to more than 590 metric tons and saving US\$100,000.

**Donations:** We capture surplus food for donation, such as overruns of products with seasonal packaging or surplus ingredients. In 2014, we donated more than 12,600 metric tons of surplus food to U.S. charitable organizations – feeding hundreds of thousands of people rather than recycling the food (such as using it for animal feed) or sending food waste to landfills. Read more about our work with food banks worldwide in the [Community](#) section of this report.

**Collaboration:** We also help address food waste through industry collaboration. In June 2013, General Mills was named a founding partner of the [U.S. Food Waste Challenge](#), a collaborative effort of the U.S. Department of Agriculture and the U.S. Environmental Protection Agency. This initiative encourages reduction of food waste, recovery of wholesome food for human consumption, and recycling discarded foods for other uses, such as animal feed, compost, or energy recovery. We also participate in the [Food Waste Reduction Alliance](#).

**G4-EN23, EN28**



Food waste from General Mills production processes compared to total product volume.



## 2F Reduce packaging footprint

Improve the environmental performance of packaging



### Progress

**Target:** Improve 60 percent of global packaging volume by 2015 (initial 40 percent goal exceeded in 2012).

**Performance:** We exceeded our target, improving 68 percent through 2014, compared to 59 percent through 2013.<sup>7</sup>

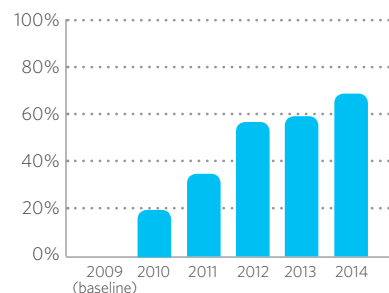
**Key drivers:** During 2014, packaging redesign generated our greatest materials and dollar savings. We are in the process of setting our next packaging target.

our packaging through better design – by decreasing materials use, using lower impact materials, and improving truckload packing efficiencies. This is critical, since packaging represents a substantial part of our environmental footprint – 14 percent of total GHG emissions and water use across the value chain.

We use four key indicators to assess our progress in improving packaging environmental performance:

- **Reducing** the package-to-product ratio
- **Increasing** recycled content and recyclability
- **Increasing** renewable and compostable content

**Percent of packaging improved, 2009 - 2014**



### Approach

Packaging is critical to keeping food safe and at peak quality for consumption. Proper packaging can extend the time that a product remains wholesome and appealing, which meets our customers' expectations while preventing food waste. While meeting those needs, we also innovate to reduce the environmental impact of

<sup>7</sup> Packaging improvement data are global.

- **Fitting** more products onto each truck for transport

We work to decrease our impact across all indicators, ensuring that reductions in one area are not offset in another. To enhance the environmental performance of our packaging, General Mills has a target to source 100 percent of our fiber packaging by 2020 from recycled material or from virgin wood fiber regions that are known to not be contributing to deforestation (sources from high-risk regions will be independently verified). In 2014, 99 percent of the fiber packaging General Mills purchased was sustainably sourced. See the [Sourcing](#) section for more details.

### Decreasing materials use through collaborative innovation

Working in close collaboration with suppliers, in 2014 we eliminated about 900 metric tons of plastic cereal packaging on an annual basis through improvements in film toughness, producing a 10 percent thinner inner bag that still provides the needed product protection. By developing the carton and the shipping case as an



### Long-term packaging improvements at Yoplait

Yoplait® yogurt has a long history of reducing its packaging footprint. As of 2014, we've decreased the amount of fiber packaging in our Fridge Pack format three times, totaling more than 750 metric tons of paper fiber saved annually. We have also trimmed the iconic Yoplait® cup several times, conserving over 2,900 metric tons of plastic in 2012 and more than 1,110 metric tons of plastic in 2014. Our innovations extend to the lid, saving around 130 metric tons of sealant film through reductions in 2013 and nearly 60 metric tons of aluminum by decreasing thickness in 2014.

integrated unit, we also reduced the weight of the box substantially while only slightly increasing the weight of the outer container. This reduced fiber packaging by more than 1,360 metric tons per year.

"The Recycled Paperboard Alliance congratulates General Mills on its extensive use of 100 percent recycled paperboard, made entirely from recovered fiber products such as corrugated boxes, newspapers and printing and writing paper. The company has a long history of using recycled fiber – more than a century ago it began purchasing cereal cartons made from newspapers recycled from the surrounding community of St. Paul." – Paul Schutes, Executive Director, 100% Recycled Paperboard Alliance



To expand on these savings, in the coming years we will explore implementing these innovations in other categories, such as cake and brownie mixes that use similar packaging.

## Using recycled materials and promoting recycling

Using recycled materials in our packaging and promoting recycling are key to reducing our footprint. We continue working to increase our use of recycled and recyclable materials while maintaining product quality and safety. Recycled content represents approximately 45 percent of the weight of the packaging we use for our U.S. products, and approximately

85 percent of the packaging we use for those products is recyclable.<sup>8</sup>

We were one of the first companies to feature How2Recycle labels, beginning in 2013, to clearly communicate recycling instructions to the public. Developed by the Sustainable Packaging Coalition, How2Recycle labels are simple, clear and standardized for use by a wide

range of manufacturers and retailers on different materials and packaging formats. Starting with Yoplait® Fridge Packs, as well as packaging for Green Giant frozen vegetables and Chex Mix, we have expanded the program to dozens of brands and hundreds of products. More than a third of our products with packages large enough for the icon now include it.

G4-EN2, EN8



Percent of fiber packaging General Mills purchased in 2014 that was sustainably sourced.



△ How2Recycle labels educate consumers about recyclability of packaging.

<sup>8</sup> According to analysis conducted by General Mills in 2014. Packaging is considered recyclable if 60 percent or more of the U.S. population has access to recycling for the material.

“General Mills continues to be a leader in transparent recyclability labeling through the How2Recycle label program. With quintessential brands such as *Cheerios*, *Green Giant* and *Old El Paso* now carrying the label, a variety of products provide consumers clear instructions for proper recycling.” – Anne Tate Bedarf, Senior Manager, Sustainable Packaging Coalition



## Redesigning Bisquick packaging

In November 2013, our Baking team launched a new bottle design for *Bisquick Shake 'n Pour*. The updated package removes an unneeded handle, reducing polymer use by about 220 metric tons and saving more than \$900,000 in materials and logistics, all on an annual basis. This innovation not only benefits the environment and enhances consumer ease of use; it also makes it possible to expand the product offerings in this convenient and now much more affordable package.



# WORKPLACE

**OUR GOAL** is to foster a safe, ethical, diverse and inclusive workplace where employees can thrive. We accomplish our mission by living our values:

- Play to win
- Grow and inspire
- Act boldly, move quickly
- Win as a team
- Do the right thing, all the time

Every day around the world, more than 42,000 General Mills employees work to carry out our mission of *Nourishing Lives*.



## Our strategies

**Maintain**  
a safe  
workplace

**Build** a strong  
workplace  
culture

**Respect**, develop  
and invest in  
employees



## Overview

**A great place to work:** We focus on making General Mills a safe, inclusive and supportive work environment. Workplace culture and business performance go hand-in-hand, so we strive to develop our employees by giving them opportunities both inside and outside the company to stretch and grow. By doing so, we encourage employees to achieve their best while ensuring strong leadership for the future. Investing in talent is a key ingredient to our success. We recruit, retain and develop talented employees and continue to improve workplace safety through our efforts to prevent injuries and illnesses. We support our employees in being active, eating healthy and staying well. Employees recognize our efforts to foster a safe, positive and rewarding work environment by consistently identifying General Mills as “a great place to work.”

### Performance dashboard



#### Increasing workplace safety

We reduced our global total injury rate to **1.34** injuries per 100 employees in fiscal 2014, down from 1.62 in 2013. Our ultimate goal is zero injuries and illnesses.



#### Strengthening our workplace culture

**84 percent** of employees said General Mills is a great place to work in 2014.\*

\*2014 Great Place to Work Institute; representative sample of U.S. employees



#### Increasing diversity and inclusion

Our Board of Directors includes **36 percent** female directors and **21 percent** who are people of color. Our U.S.-based workforce includes **40 percent** women and **20 percent** people of color.



#### Increasing employee well-being

We offer employee wellness programs at almost **300** locations worldwide. More than **5,000** U.S. employees participated in our Go Giant campaign to increase fruit and vegetable consumption in 2014.



# Our approach: grow & inspire

## We work hard to earn our employees' respect and trust

At General Mills, we know that engaged employees drive innovation, shareholder value and business performance. Our mission and culture, our brands and business practices, and our commitment to a clear [Code of Conduct](#) help inspire our employees. Together, we work to bring our values to life: play to win; grow and inspire; act boldly, move quickly; win as a team; and do the right thing, all the time.

**Leadership:** Our company leadership maintains the highest ethical standards when conducting business, and they honor and acknowledge employees' contributions to the company's success.

**Commitment:** The best companies attract committed employees who grow to achieve their highest potential, making significant contributions to the business. We focus on hiring superior talent, helping our people continually develop their skills and creating an organization that collaborates effectively. We encourage a healthy work/life balance.

**Safety:** We work to improve workplace safety and reach our goal of zero injuries and illnesses. At General Mills, we strive for a "zero-loss culture" in which all losses are driven out, including safety incidents. Our focus on achieving a zero-loss culture helps reduce injuries and make safety the top priority across our facilities worldwide.

**Coaching:** Managers play a significant role in employee engagement, success and satisfaction. Our Great Managers program helps managers become better leaders by building skills, reinforcing behaviors and providing feedback. Since 2008, we have trained more than 2,000 managers worldwide to be good coaches for our employees.

**Leadership and governance:** Responsibility for upholding our workplace commitments starts at the top and extends across the organization. Our Chairman and Chief Executive Officer has ultimate accountability for ensuring a healthy, productive and motivated workforce,

with a Senior Vice President of Human Resources functionally responsible for developing strategies to achieve that goal. 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 has a vice president of Global Inclusion and Staffing; a vice president of Global Health Services; a vice president of Engineering, Global Safety and Environment; and a Chief Learning Officer. At the board level, the Compensation and Public Responsibility Committees maintain responsibility for issues related to labor practices and decent work.

**Ethics and compliance:** Our Ethics & Compliance group, led by our Chief Compliance and Risk Officer, is committed to upholding General Mills' long-standing culture of integrity by

ensuring that employees know what it means to behave ethically and to act in compliance with our Code of Conduct. Key business leaders throughout our global operations own responsibility for ethical marketing and brand development.

**Diversity and inclusion:** The Vice President of Global Inclusion and Staffing is responsible for attracting competitively superior talent that reflects our markets and consumers, retaining top talent and developing all employees to reach their fullest potential, and delivering a culture and environment that allows all employees to thrive and achieve their personal best.

The Executive Diversity Council includes 10 senior leaders who oversee policies and regularly review programs and results related to diversity and inclusion. Our Chief Executive Officer personally reviews our Diversity and Inclusion progress quarterly and sets the tone for accountability throughout the company.



"A very strong commitment to people over a very long period of time, and the values that we support of integrity and playing the right way – what I would call high-character values – are what makes this company so special."

– Ken Powell, Chairman and Chief Executive Officer, General Mills



## Our strategies and actions

### 1 Maintain a safe workplace

#### A Lead with safety

### 2 Build a strong workplace culture

- A Set clear expectations for ethics and compliance
- B Foster diversity and inclusion
- C Create a culture of fairness, trust and openness

### 3 Respect, develop and invest in employees

- A Inspire healthy living
- B Invest in development and training

## 1 Maintain a safe workplace

### 1A Lead with safety

Expand our safety culture and track progress



#### Impact

**Goal:** Provide injury-free workplaces for our employees, contractors and visitors.

**17 percent reduction:** Global total injury rate of 1.34 injuries per 100 employees in 2014, down from 1.62 in 2013.

#### Zero-loss culture

Our focus on achieving a zero-loss culture – driving out all losses from our business, including safety incidents – has resulted in fewer injuries.

**Performance:** In 2014, we made significant progress toward our goal of zero injuries and illnesses by achieving a 17 percent reduction in our global total injury rate (TIR) compared with 2013. Our global TIR of 1.34 injuries per 100 employees\* in

2014 matches our target rate for this period. Fiscal 2014 safety highlights include:

- 12 locations operated injury-free.
- 22 locations had a TIR below 1.0.
- 27 locations had zero lost-time accidents due to injuries.

We achieved these injury reductions through our focus on leadership engagement, continuous improvements in our safety culture and systems that track performance.



\* Fiscal 2014 global total injury rate excludes Yoki and Yoplait International; data from those businesses will be integrated into global reporting beginning in fiscal 2015.



## Leadership

**Safety governance:** Our Corporate Safety Council, established in 2013, is led by our Chairman and Chief Executive Officer and a Global Safety Governance Board composed of regional operating vice presidents. With this strong leadership focus, we are establishing globally consistent safety expectations for our employees and the food we produce (learn more about our commitment to food safety in the [Health & Wellness](#) section of this report). “Lead with Safety” continues to be the top priority across our supply chain, followed by generating return on capital and growing our business sustainably.

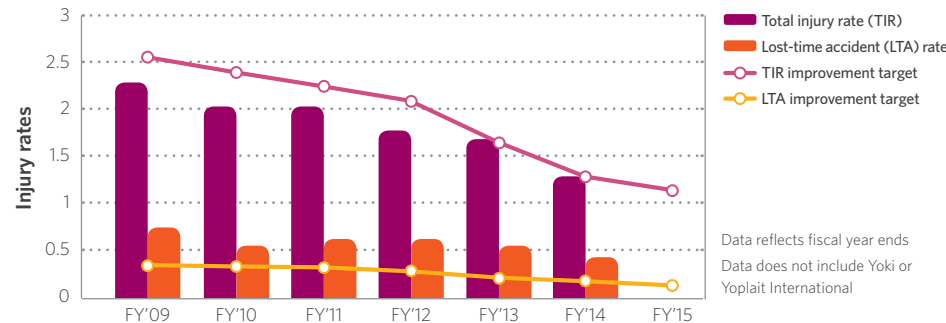
**Safety principles:** Our “iF” (incident-free) initiative raises awareness about preventing incidents of employee and food safety by reinforcing General Mills safety principles: we lead with safety; every incident is preventable; we are all accountable.

## Safety management systems

Historically, General Mills has had a very strong safety record when compared with our peer food group companies. We continue to improve the safety of our operations using clear safety management systems.

**Safety targets:** Our corporate policy for workplace health and safety directs all operations to implement management systems, programs and procedures that will lead the company to our goal of zero injuries and illnesses. We have set interim improvement targets, which are the basis for our production facility safety metrics.

### Global injury rate reduction



△ We reduced our global total injury rate by 17 percent in 2014 to 1.34, achieving our target rate of injuries per 100 employees for the fiscal year. We continue to improve safety at our facilities around the world.



△ General Mills safety principles.

General Mills has established clear safety targets specific to each location and measures progress.

**Improvement plans:** In fiscal 2014, each of our international production facilities implemented safety management improvement plans and conducted human safety loss analyses. Our North American operations also are implementing improvement plans and analyzing losses.

**Behavior-based safety:** In 2014 we began the process of implementing behavior-based safety (BBS) programs at our facilities. BBS includes observation and feedback processes that help employees

coach and influence each other to work safely. These personal interactions focus on critical behaviors, rely on positive feedback and help identify barriers to safe work. This feedback reinforces the necessity for safe behaviors and reminds employees to work safely. In 2014, we delivered advanced BBS process training at four locations in the U.S.: Murfreesboro, Tennessee; Joplin, Missouri; Hannibal, Missouri; and Vineland, New Jersey. In 2015, we are proceeding with BBS implementation at those sites and creating a BBS Center of Excellence. We will continue to advance our safety-observation and BBS processes in 2015 through a strategic partnership with DuPont (see Benchmarking story later in this section). This partnership will provide standardized processes and training to additional North American pilot locations and develop our internal capabilities to deploy enterprise-wide.



## Safety management

Our safety management systems include:

- **Policy:** We have consistent safety expectations for all our facilities worldwide.
- **Standards:** We have a clear set of required actions and risk-control standards.
- **Procedures:** We have established procedures for meeting our safety standards.
- **Guidelines:** We follow recognized safety best practices, no matter where we operate.



△ Our facility in Murfreesboro, Tennessee, piloted a new behavior-based safety program to help change our safety culture and improve employee safety companywide. Murfreesboro was one of the 27 General Mills facilities with zero lost-time accidents in 2014.



## Improving safety at our facilities around the world

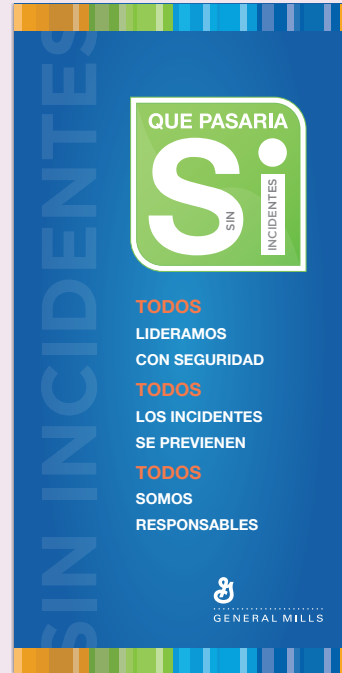
We strive to improve safety at each of our facilities globally. Listed here are some examples of how our employees are making their workplaces safer.

### Culture of safety in Argentina

Our San Fernando facility in Argentina has built a strong safety culture and increased employee engagement through effective leadership and systems, resulting in a significant reduction in lost-time accidents in 2014. The team used Continuous Improvement (CI) tools to reduce injuries, conducted risk assessments, instituted a behavior observation safety program and conducted a safety incident root cause analysis.

#### Actions and results:

- Lost-time accident (LTA) rate reduced 65.3 percent from 2013.
- Lost work days reduced by 82 percent from 2013.
- Total injury rate (TIR) of 1.12 compared to 3.23 in 2013.
- Contributed to 45 percent reduction of TIR for Latin American region.
- Conducted safety training during planned production stops to avoid extra hours.
- Developed risk assessments for overall workplace and for machinery.



△ Raising awareness about safety has helped our team in Argentina reduce injuries.

- Developed a behavior observation safety program resulting in more than 850 recorded observations.
- For each safety incident, recorded immediate reports and conducted an investigation with the local leadership team and the injured employee in order to find the root cause.



△ All incidents are preventable.

### Injury and illness prevention in Australia

At our Rooty Hill facility in Australia, employee participation increased during the second year of the facility's wellness and injury/illness prevention program, resulting in healthier, more engaged employees, reinforcing the facility's zero-loss culture and reducing injuries.

#### Actions and results:

- Reduced TIR to 2.6 in fiscal 2014, down from 7.85 in 2013.
- Reduction in LTA rate from 1.25 in 2013 to zero.
- Wellness program helps prevent injuries and illnesses through onsite access to personal training and massage facilities and increases employee engagement and

personal accountability for fitness and safety (learn more in story 3A of the [Workplace](#) section in this report).

### Eliminated injury source in France

At our Häagen-Dazs facility in Arras, France, the team eliminated injuries from cutting tools by removing the tools from the production area. Previous efforts by the team in 2011 to identify safer cutting tools reduced but did not eliminate injuries, so the team made the decision to eliminate use of the tools in the filling and packaging areas of the facility and trained employees working in the logistics and processing areas who still use the tools to wear special gloves to prevent injuries.

#### Actions and results:

- Removal of all cutting tools from the facility's filling and packaging areas.
- Zero injuries from cutting tools in fiscal 2014.

### Increased capacity in China

Many of our facilities increased production capacity and utilization in 2014 with no increase in injuries, including these facilities in China:

#### Actions and results:

- Our Shanghai frozen foods facility surpassed its production goal nearly three-fold with zero safety incidents.
- Our Nanjing Trix packaging facility increased utilization with no safety incidents.

# 600

Our Bugles facility in Labatut, France, increased utilization to nearly 80 percent while reducing the facility's safety risk profile, contributing to 600 days without a lost-time accident.

### Reduction of injuries from cutting tools in Arras, France



△ Our Häagen-Dazs facility in Arras, France, eliminated injuries from cutting tools.

## Benchmarking

**Survey:** In 2013, we partnered with DuPont, a globally recognized leader in workplace safety, to conduct a comprehensive global safety perception survey. This assessment provided valuable insights into our employees' perceptions about the importance of human and food safety and identified opportunities for improvement at our facilities worldwide. More than 90 percent of our global production, engineering, and innovation, technology and quality employees participated in the survey.

**Results:** The data DuPont collected showed strong safety performance across General Mills facilities, including equipment operators who were knowledgeable about their roles and functions, well-maintained equipment, careful steps to guard against injuries and a strong desire to improve safety. DuPont also identified barriers, including: employees' perceptions of managers' accountability for preventing injuries; the need for incident investigations targeting the root causes; closer adherence to safety rules; employees' perceptions about the importance of safety vs. production and cost; and employees' beliefs about the potential for preventing injuries.

**Roadmap:** In 2014, we began creating a safety performance improvement roadmap using insights from the DuPont survey as well as comparisons of our safety metrics with those of our peer food industry companies and benchmarking our performance compared to recognized safety leaders. We are implementing changes across our facilities worldwide to improve safety.

## Leader development

Employees are trained in all applicable health and safety subjects relevant to their jobs. This development helps ensure that every employee knows how to perform his or her job correctly and comply with all local, regional and country requirements.

**iLEAD:** In 2014, we introduced our "iLEAD" framework that helps develop leadership behaviors to drive our zero-loss culture internationally. iLEAD – inspire, light, engage, activate, develop – equips our production facility leaders around the world with the information they need to lead and reinforce our zero-loss culture every day. The training focuses on achieving full employee engagement, process discipline



△ We reinforce our culture of safety at our facilities around the world.

and accountability. We delivered this strategy to 27 production facilities and 16 wholly-owned distribution centers.

We determined that a cultural change was needed to reduce injuries to zero at our international facilities. The iLEAD framework assists leaders in reprioritizing accountabilities so they can spend the majority of their time on safety culture leadership and developing and coaching their teams.

iLEAD leadership accountabilities include:

- **Inspire:** Leaders must be passionate about achieving zero losses and communicate that commitment to every individual at the facility; eliminate barriers or excuses to achieving zero losses; and acknowledge what they don't know and create their own learning plan.
- **Light:** Leaders must have a clear understanding of the business needs for their facility and articulate them to their employees; be bold in setting stretch goals that are motivating and clear to their team; and celebrate reductions that improve safety.



△ iLEAD helps managers drive our zero-loss culture globally.





## Increase in reporting near-miss incidents



△ We improve employee safety by reporting and evaluating near-misses – incidents where employees came close to being injured – so we can learn from them and prevent future injuries. In fiscal 2014, we increased reporting of near-miss incidents to 1,798 compared with 965 incidents reported in 2013. These reports help make our facilities safer.

- **Engage:** Leaders must commit to spending more than half their time interacting with employees in their work areas; consistently and transparently communicate to all employees; and build trust with all team members.
- **Activate:** Leaders must hold everyone accountable for zero-loss behaviors, processes and results; outline the metrics key to measuring success and tracking progress; and create communication loops with team members so all input is considered.
- **Develop:** Leaders must model L-D-T (Learn-Do-Teach) behaviors; strive to be systems, process and culture experts for their organization so that they can coach others; take personal accountability for their team's development; and invest appropriate resources in building capability in all employees.

to align). GSTEMS allows us to track all workplace incidents – even those near-misses that did not result in an injury – and document the actions necessary to reduce future risks and communicate progress.

**Rapid reporting:** We have a 24-hour requirement for reporting of all injuries. This rapid notification calls attention to potential safety risks so they can be addressed quickly to prevent future incidents. We also follow a standardized global process for incident investigation. We analyze GSTEMS trend data and target our efforts to prevent

specific types of injuries, including injuries categorized by hand, finger or wrist and those caused by strains, slips or cuts.

## Responsibility and auditing

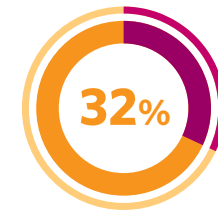
**Responsibility:** Workplace health and safety is the responsibility of line management and each individual employee. All employees are expected to work safely by following all rules, procedures and training. Senior-level responsibility for workplace safety lies with the Director of Global Safety and Environment, who reports to the Vice President of Engineering, Global Safety and Environment.

**Committee:** As part of the safety management system at General Mills, production locations are encouraged to have safety committee meetings on a periodic basis (e.g., monthly). The

committee is organized by the formal and/or informal safety leaders and consists of wage and management employees.

**Auditing:** General Mills has an active auditing program involving both internal and external auditors to monitor our operations to ensure compliance with all internal requirements and external regulations. Any deficiencies identified are tracked until completion.

G4-LA5, LA6, PR1



Our Joplin, Missouri, facility used a Learn-Do-Teach leadership program to reduce safety risks involving equipment maintenance by 32 percent.

## Track and manage progress

**System:** Using our Global Safety Tracking and Environmental Management System, called GSTEMS, we track safety data at all production facilities worldwide (currently excluding our Yoki and Yoplait International sites, which we are working



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

## 2 Build a strong workplace culture

### 2A Set clear expectations for ethics and compliance

Do the right thing, all the time



#### Impact\*

**95 percent of surveyed employees said leaders demonstrate a commitment to ethical business.**

**96 percent said ethical standards and procedures are effectively communicated.**

**94 percent said their manager acts consistently with our ethical standards.**

Our comprehensive [Code of Conduct](#) and ethics and compliance program promote ethical behavior in all aspects of our employees' work.

#### Conduct

Our Code of Conduct describes the principles that govern our business conduct and points employees to policies and other resources to answer their questions. The code covers a range of topics, including maintaining corporate integrity, communicating appropriately, competing fairly and legally, preventing bribery, and ensuring personal

safety, appropriate use of company resources and consumer privacy.

Annually, our company leaders – from managers upward, approximately 15 percent of our employees – must attest to compliance with our Code of Conduct and business conduct policies. This certification is an example of communications that promote our high expectations for ethical conduct in every aspect of our business. In 2014, we were ranked No. 7 on the Forbes magazine list of America's Most Reputable Companies.

#### Ethics

The motto for our Ethics & Compliance program is "Every Decision, Every Action, Every Day." The program includes extensive online resources and self-directed courses for employees along with our confidential Ethics Line, which allows employees to raise questions or report questionable conduct anonymously, where allowed by law. The program also features "Ethics Matters," a collection of examples that provide real, concrete company examples of either ethical lapses or choices that reflect a great deal of integrity. These stories are shared in training venues to foster employee awareness of how policies are put into practice.

**Program:** We continue to strengthen our anti-corruption program. Following our recent comprehensive corruption risk assessment across our businesses around the world, we enhanced our anti-corruption program, updated our anti-corruption policy and internal controls, and communicated program requirements broadly to employees. We continue to assess risks in this evolving area and review enhancements to our program to adapt best practices, such as in the areas of third-party risk. We also include corruption as a risk factor in the annual risk assessment fielded by our Global Internal Audit function. This risk assessment touches all our business units around the world. In addition, we ask detailed questions related to corruption risk during each routine, in-depth business unit audit by our Global Internal Audit team.

Along with our ongoing anti-corruption assessments, we continually assess and adjust our ethics and compliance program elements against regulatory requirements, enforcement trends and industry best practices.

**Training:** We train employees extensively – both in person and through online training



#### Ethical culture

**Ethics:** Doing the right thing is a fundamental part of our culture.

**Respect:** We treat our employees with respect and dignity.

**Communications:** 90 percent of salaried employees provided feedback about our company through our Global Climate Survey.

modules – on corruption risks and other business conduct. In October 2013, we launched an updated anti-corruption training course for employees outside the U.S. and U.S.-based employees who interact with other countries. Of the more than 10,000 employees worldwide enrolled in our anti-bribery online course, for example, 84 percent have completed the training. 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

\*Based on responses to General Mills' 2014 Ethical Culture Survey, which was sent to a random sample of more than 4,000 employees worldwide (68 percent responded with feedback).



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 oversees appropriate disciplinary

actions (including termination of third-party relationships), remediation steps and internal/external reporting.

## Assessment

General Mills regularly surveys our employees to gather feedback. Our biennial Climate Survey is an in-depth review of

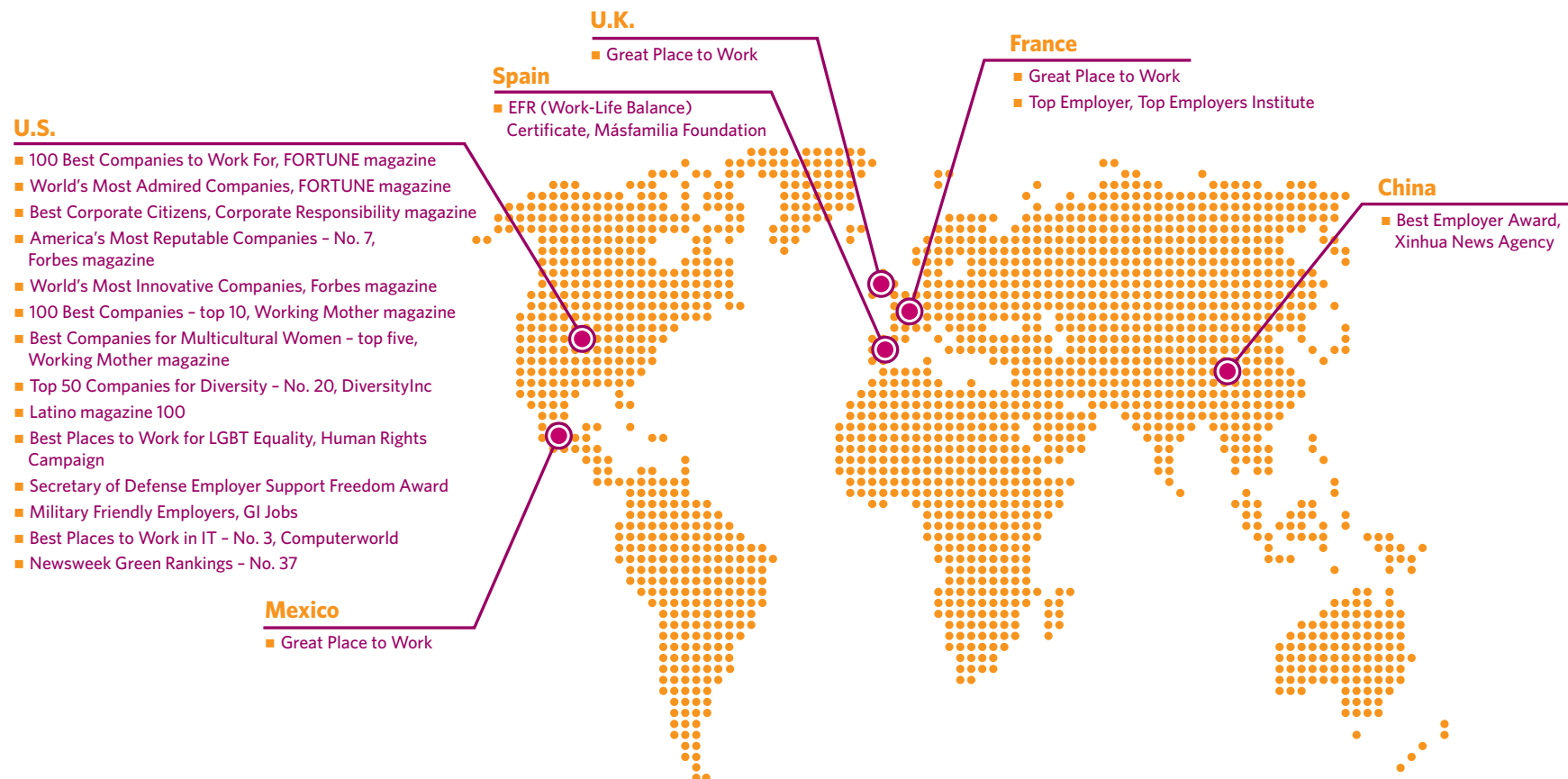
a wide range of topics. Ninety percent of salaried employees participated in our 2013 Global Climate Survey and provided feedback about our company culture. Our shorter Pulse Survey is conducted on alternate years. We use employee feedback to improve our processes and strengthen our culture. We strive

to communicate transparently with employees. That commitment includes communicating difficult news as quickly, thoroughly and openly as possible.

**G4-56, 57, 58, SO3, SO4**

## 2014 awards, honors and accolades

General Mills received numerous awards in 2014. In the U.S., we were named to Working Mother magazine's 100 Best Companies list for the 20th consecutive year and selected as one of the Best Places to Work for LGBT Equality by the Human Rights Campaign for the 10th consecutive year – including the sixth consecutive year with a perfect rating. We are beginning to receive similar recognition around the world as our company's global footprint expands. The map below showcases some of the recognition we've received.





## 2B Foster diversity and inclusion

Take action through hiring practices, employee development and measurement



### Impact

**20 percent** of our U.S.-based employees are people of color.

**40 percent** of our U.S.-based employees are women.

At General Mills, we value diversity and inclusion. Ensuring diversity of input and perspectives is core to our business strategy because it drives higher levels of innovation.

**Goal:** Our goal is to build an employee base that mirrors the consumers of our products. Attracting, retaining and developing employees with a variety of backgrounds is a top priority.

### Culture

We actively cultivate an inclusive environment and respect all dimensions of diversity, including gender, race and sexual orientation as well as cultural values, preferences and beliefs. Our Executive Diversity Council, comprised of some of the

company's most senior leaders, reinforces diversity and inclusion throughout the company by advising employee networks, recruiting and mentoring women and employees of color, and ensuring that women and people of color are carefully considered in all succession planning and leadership development. Our mentoring programs have expanded to encompass a broader definition of diversity, including veterans and LGBT employees. In 2015 we are extending our mentoring efforts to include employees with disabilities.



**Women hold 53 percent** of all salaried positions and 44 percent of management positions at General Mills' U.S. operations.



*"Cheerios is about families and love and connections – and breakfast. Our *Cheerios* 'Gracie' ad celebrates one of those special moments with a family that America fell in love with. The brand is at its best when it reveals moving insights about what connects us to each other, especially as families, and often through the lens of a child. The ad quietly celebrates the emotional sharing and simple joys we find when spending just a few simple moments together every day."*

– Camille Gibson, Vice President of Marketing for General Mills Big G cereals

### Celebrating diversity: General Mills and 'Gracie'

General Mills strives to build an employee base that reflects the diversity of the people who consume our products around the world. We also recognize that diversity in our marketing efforts. In 2013, we introduced a high-profile *Cheerios* commercial featuring a mixed-race family, which aired during the U.S. Super Bowl

game, and received a lot of publicity – most of it positive, but also some very negative comments. In 2014, we responded with another *Cheerios* commercial featuring the same growing family, including daughter "Gracie." Learn more in this [blog post](#). We look for opportunities to celebrate all types of diversity in our communities.



△ Our "Gracie" *Cheerios* commercial in 2014 highlighted the diversity of families in our communities.



◁ The "Gracie" commercial aired in 2014 as our response to the feedback – both positive and negative – we received after the "Just Checking" commercial for *Cheerios* aired in 2013.



## Actions

**Leadership:** Our leaders reinforce diversity and inclusion throughout the organization, including focusing on their personal objectives regarding diversity and inclusion. Each of our production facilities also creates and implements a diversity and inclusion strategic plan. Women now hold 44 percent of management positions and comprise 53 percent of all salaried positions in the U.S. Among the 14 members of the Board of Directors, five are women and three are people of color.

**Scorecard:** Completed annually, our Diversity Scorecard defines meaningful diversity and gender objectives, including specific goals for the officer level. Each senior leader's Diversity Scorecard includes a personal commitment to building a culture of inclusion that contributes to corporate goals. Evaluations of diversity performance are factored into compensation decisions and incentives for leaders throughout the organization.

**Recruiting:** General Mills creates a diverse workforce by recruiting the best and brightest talent from all

communities to drive innovation and consumer engagement around the world. We increase our ethnic and gender diversity by assessing our hiring needs for women and people of color and implementing strategies to meet those needs. We engage in effective outreach efforts – including search firms, community groups, professional organizations and employee referrals.

**Results:** Over the past 10 years, the number of minority and female officers at General Mills in the U.S. has increased dramatically. Between 2004 and 2014, female officers increased from 27 percent to 35 percent and minority officers increased from 10 percent to 17 percent. Similar results are tracked and progress is seen at all levels in the organization: officer, director, manager and throughout the company.

## Employee networks and associations

**Employee networks:** Members of our [employee networks](#) support each other and help recruit new employees by increasing their confidence in General Mills' approach to diversity and



△ **Employee networks at General Mills provide a forum for connecting personally and professionally across the organization with people who have shared experiences. Hear how a diverse mix of employees use our many networks to make leadership connections, become involved in the wider community and provide valuable perspectives that impact our business.**



△ **In this video, employees share their experiences interacting in General Mills' diverse and inclusive work environment.**

inclusion. Through their experiences and perspectives, these employees make a significant impact on our business.

**Associations:** We also sustain relationships with professional associations, including the National Black MBA Association and National Society of Hispanic MBAs. We partner with organizations, such as the Consortium for Graduate Study in Management and Management Leadership of Tomorrow, which offer graduate fellowships and career development opportunities to high-potential African Americans, Hispanics and Native Americans.

## Support for veterans



### Impact

**4 percent of our U.S.-based employees are veterans.**

**640+ U.S. veterans are employed at General Mills.**

General Mills recognizes the value of employing the servicemen and women who have served their country as enlisted members or commissioned officers of the U.S. Armed Forces. Their training, experience and organizational skills are assets in the General Mills workplace. In

## Developing women as leaders in Canada

Our business in Canada has formed a Women in Leadership group to support the development of future female leaders by creating an inclusive culture of communication, candor and partnership. The group focuses on helping women achieve their highest potential in the organization. In November 2014, the

group held its first Speaker's Series event featuring a panel discussion with General Mills female leaders. To provide mentoring opportunities, female leaders are being matched with mentees using individual development plans. The group also has organized a support network for working mothers, including a special

focus on transitioning back to work and maintaining connections while on maternity leave, which lasts 12 months in Canada. Feedback from employees has been positive. Additional events and focus groups are planned to continue building momentum. Already some members of the group have applied for



roles in other functions, extending their career paths within General Mills.



the U.S., veterans represent 4 percent of our workforce. We support veterans through multiple initiatives, including the [Veterans Network](#) as well as specific [recruiting](#), mentoring, supplier diversity and human resources (HR) initiatives. In 2014, we added the Veterans Network to our Diversity and Inclusion Mentoring program, resulting in the pairing of nine veterans

with mentors. The Veterans Network is focusing on broadening awareness in 2015 to expand participation in the program. Our Veterans Employee Guide helps managers and HR professionals aid veterans with transitions, including preparing to depart for or returning from a military leave.

**G4-LA12**

## 2C Create a culture of fairness, trust and openness

### Ensure equal opportunity



#### Impact

**86 percent of salaried employees would recommend General Mills as a great place to work.**

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

### Equal opportunity

**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 characteristic protected by law. This equal employment opportunity policy applies

to employment practices and procedures, including compensation practices.

**Practices:** 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. 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. Our policies strictly prohibit retaliation against employees who express concerns. We manage our business operations so that employees feel they are being treated fairly. We value our relationships with our employees and invest in them for the long term.

### Benefits and compensation

We believe our compensation, benefits and incentive plans are competitive in our industry. At General Mills, we value our



△ General Mills was awarded the 2014 Secretary of Defense Employer Support Freedom Award, the highest recognition given by the U.S. government to employers for their support of employees who serve in the Guard and Reserve. In September 2014, Kim Nelson, Senior Vice President of External Relations, accepted the award in a ceremony at the U.S. Pentagon.

employees and reward them accordingly with our Total Rewards compensation and benefits package. We are a pay-for-performance culture, so incentive payments and merit increases are directly linked to employee performance. We offer competitive pay, retirement programs, and employee and education assistance programs. Our annual performance and awards statement was developed and revised in response to employee suggestions.

### Labor-management relations

Globally, General Mills is committed to providing both our union and nonunion production employees workplaces that are among the safest production facilities in the world. In addition, we work to have total employee engagement as the foundation of our mutual success, strive to create cultures that champion respect and inclusion, and offer competitive



△ General Mills was nominated for the award by Army National Guard Captain Joel Stamp, General Mills Transportation Business Analyst in Minneapolis, who has worked for General Mills since 2007. Learn more about his story in this [blog post](#).

rewards. We have clear health and safety practices that include joint management-employee health and safety teams and committees; participation of workers and/or worker representatives in health and safety inspections, audits and accident investigations; as well as use of personal protective equipment, training and periodic inspections. 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 practices and decent work. Examples include a refined performance management process, annual employee surveys and a clearly articulated Code of Conduct.

**G4-LA2, LA5, LA8**

# 3 Respect, develop and invest in employees

## 3A Inspire healthy living

Encourage work/life balance, health and well-being



### Impact

**Global:** Almost 300 employee wellness programs available to employees around the world.

**U.S.:** 5,000+ employees participated in our Go Giant campaign to increase fruit and vegetable consumption.

**71 percent** of U.S. employees took a voluntary health assessment in 2014 (up from 51 percent in 2013).

Our employees are the key to our success. Whether working in a production facility or at our headquarters, union or nonunion, employees are core to achieving our mission.

**Benefits:** We value our employees and provide benefits specific to the needs

of each geography, including retirement savings plans, health care coverage and flexible work arrangements.

### Balance and flexibility

**Resources:** We dedicate resources to help employees balance the demands of work and personal life. Our programs are targeted to support the needs of employees wherever they work – at our headquarters, production facilities, field sales offices and other locations around the world. We offer special leave programs and an onsite health clinic at our headquarters, fitness centers at several of our production facilities and office locations, and partnerships with community-based programs. Our education and referral programs provide information and resources on important subjects, such as child care, adoption information, elder care and more.

**Flexibility:** We offer multiple, flexible work arrangements to accommodate employees, including telecommuting, flextime and the innovative Flexible User Shared Environment program, which allows employees to create workspaces that best suit their personal and business needs.

**Evaluation:** We evaluate our work/life balance programs annually in an effort to meet employees' changing needs. We're proud of the progress we've made.

### Health and well-being

We support our employees with resources to aid them in being active, eating healthy and staying well. At our facilities, in our

.....  
**▷ In Argentina, our team created innovative meeting spaces to encourage collaboration. A few employee selfies show teams using the new lounge to exchange ideas.**



"Well-being programs are as varied and unique as our more than 42,000 employees at General Mills. Partnerships with brands like *Green Giant* enable us to provide innovative programs for a broad base of our employees, while our local wellness champions create well-being programs and activities that best meet the needs of their local teams."

– Dr. Julia Halberg, Vice President of Global Health, General Mills



communities and through involvement with our brands, General Mills encourages our employees to live healthy lifestyles.

**Health assessments and exams:** We encourage our employees to take a personalized health assessment that helps identify risks. In 2014, 71 percent of our U.S. employees took a voluntary health assessment – an increase from 51 percent in 2013. We also support them in taking the next step – making lifestyle changes to improve their overall well-being. We provide information about health and wellness resources and provide preventive health initiatives at many of our facilities around the world, including free onsite flu shots, ergonomic training and onsite physical exams. We also work toward our goal of becoming a tobacco-free company.



△ For the first time in Yoki history, we provided influenza vaccinations to all our 6,000 employees at all locations as part of our vaccination campaign to keep employees healthy.

#### Nutrition and weight management:

Our *Nourishing Lives* mission extends to our employees as well as to consumers (read more about how General Mills contributes to consumer nutrition in the [Health & Wellness](#) section of this report). We encourage good nutrition and offer employees healthy dining choices



△ Employees had their blood pressure checked during a health and safety event at our production facility in Vineland, New Jersey.

at our facilities. At our facility in Reed City, Michigan, the team went beyond providing nutritious meal options in the cafeteria and addressed the snack foods and beverages available to employees in vending machines. The machines now carry healthier options with fewer calories, more protein and fiber, which are offered at a lower price and are clearly labeled to make them easier to find. Employees also



△ In Brazil, all meals served in our production facilities now have fruit as a dessert option to promote increased fruit consumption.

can see nutrition details before making a selection. Many of our locations are making similar changes to improve employee health. Our facility in Albuquerque, New Mexico, also shifted away from typical food vending options and added a small market with fresh fruit, salads and other options to ensure employees have access to healthier food at work. In Venezuela, we offered a series of information sessions



△ Our Miami office held a weight loss competition to encourage employees to become healthier by eating better and exercising more. Collectively, the team lost 258 pounds during the 11-week challenge with 76 percent of employees participating.

with practical tips for good nutrition, which were attended by 85 employees. We offer similar programs at many of our locations around the world. General Mills sponsors a number of weight loss and weight management programs to help employees take better care of their bodies and their long-term health. In Argentina, for example, a nutritionist visited each of our production facilities and met individually with employees to conduct body composition testing and develop nutritional plans customized for their needs. As part of our “Estar Bien” wellness program, we serve free fresh fruit as a healthy snack to our employees at both our production facilities three times a week.



△ In France, we earned Programme National Nutrition Santé – Etablissement Actif (national nutrition and health program – active enterprise) certification in 2014 for our General Mills facility in Vélizy and our Yoplait facility in Boulogne. This designation is based on our efforts to provide nutrition and physical activities for our employees. Programs vary by location. Depending upon the facility, employees have access to fresh fruits twice a week, free fresh dairy products, exercise classes, reduced subscription rates to health clubs and participation in sports events, such as running “La Parisienne” race supporting breast cancer research.



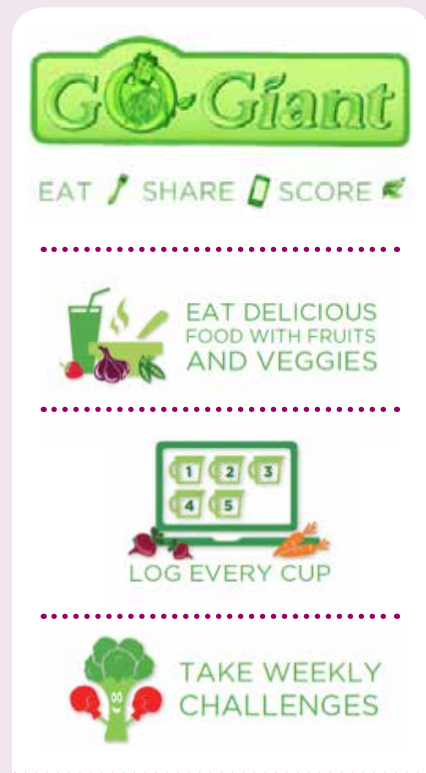
## Go Giant campaign promotes healthier eating

In 2014, Green Giant and our Global Health team partnered to develop an online program challenging employees to eat more fruits and vegetables and teaching them easy, habit-changing, healthy alternatives. More than 5,000 U.S. employees participated in our first-ever Go Giant campaign to form healthier eating habits. Employees registered for an incentive program and set a goal to eat 5 cups of fruits and vegetables per day for five weeks. Participants were issued weekly challenges and tracked their fruit and vegetable consumption. Many employees spread the news of their commitment through social media.

### Results:

- **60 percent** of participants said they were more aware of the fruits and vegetables they ate as a result of the program.
- **65 percent** of the 5,062 General Mills employees who registered for the program successfully completed the requirements to earn a Fitbit.

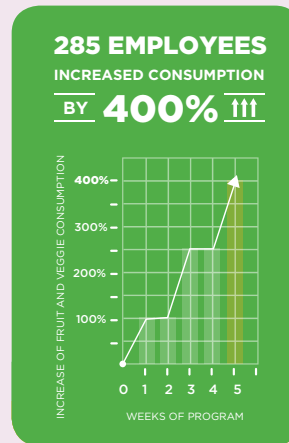
Learn more in this [blog post](#).



△ Employees tracked their fruit and vegetable consumption and pushed themselves to boost their daily intake.



△ Our first-ever Go Giant campaign helped employees achieve significant – and, hopefully habit-forming – results.



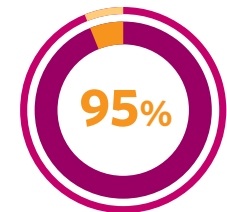
△ Employees enjoyed fruit and vegetable smoothies during the Go Giant campaign launch.



△ It takes time to build healthy habits. The Go Giant five-week healthy eating challenge helped make employees more conscious of how many fruits and vegetables they ate and encouraged them to consume 5 cups of fruits and vegetables each day.



△ The Go Giant campaign encouraged employees to make a commitment to consume more fruits and vegetables every day.



**95 percent** of participants were satisfied with the program.

### Employee feedback

"This program really helped me change my eating habits and I lost 6 pounds! I am eating a lot more vegetables. Before I have a snack, I stop and think about the healthy alternative and typically reach for a fruit or cut-up vegetables. I also have consistently made healthier choices at lunch. Thanks for sponsoring this program. It really has made a difference for me and for my family who are also eating a lot more vegetables along with me."

"Starting this program made me realize how little fruits and vegetables I was eating. I'm trying new recipes and incorporating them in our weekly diet. It also made me think that I need to get back to an exercise program and have begun walking. Thanks for these inspiring programs that get us thinking about the way we treat our bodies."

"Eating with a goal of 5 cups of fruits/veggies a day has helped me to become more mindful of what I am eating every day. It is much easier than dieting! I have cut back on sweets and starchy foods. I tried new foods that I would not have eaten before and gotten my family to eat more veggies! I lost between 3 and 5 pounds as a result and I plan to eat a minimum of 5 cups a day moving forward. Thank you for the push!"



**Physical activity:** We provide employees with opportunities to increase physical activity as part of our core wellness offerings. Initiatives vary by region, including onsite fitness centers and exercise rooms, company-sponsored or -endorsed runs and walks, yoga classes, soccer teams and volleyball tournaments. In Mexico, for example, 75 runners – our employees, their friends and families – competed in a 5K race sponsored by the General Mills health and wellness team to promote physical activity. In Argentina, the “Estar Bien” health and wellness program sponsors a soccer program for employees.

**Well-being:** Our LifeWorks Employee Assistance program provides confidential counseling, emotional support, and referrals to employees and their families in the United States. Counselors assist employees dealing with stressful

situations through onsite, face-to-face counseling, toll-free phone access, online resources and educational materials. Through LifeWorks’ sponsorship, some locations also offer onsite support groups.

Our worldwide employee assistance program is available to help global HR professionals find resources and information to support employee issues. Our facilities around the world also offer

programs tailored for local employees. In Greece, for example, our Athens location provides educational seminars on topics such as stress management.

## Organizational leadership

**Responsibility:** Overall responsibility for health and wellness lies with the Vice President of Global Health Services and Chief Wellness Officer.



△ Employees from Vineland, New Jersey, participated in a local race together – just one of many runs, walks and other activities our employees around the world joined in their efforts to stay fit.

## Wellness program in Australia

The wellness program at our Rooty Hill facility in Australia is helping employees improve their personal fitness while increasing safety and reducing job-related injuries. Employee participation increased during 2014, the second year of the program. The program’s holistic approach to employee wellness includes four main components:

- **Fitness classes** include strength and stability training specific to the needs

of production workers. This targeted training helps reduce on-the-job injuries.

- **Exercise incentives** designed to encourage participation have resulted in a surge of staff trying exercise for the first time in years.
- **Massage facilities** complement the physical therapy and strength training to support overall physical and mental well-being.

- **A stop-revive-survive zone** provides employees – especially those with physically demanding jobs – a space to rest before leaving the facility. The main audience is night shift workers who have a long drive at the end of their shift. The space helps them revive so they’re not leaving the production facility feeling fatigued.

The wellness program has increased employee engagement and personal

accountability for fitness and safety. Learn more about the program’s impact on reducing employee injury rates at the facility in story 1A of the Workplace section in this report.

## 3B Invest in development and training

Reinforce our culture of learning and excellence



### Impact

**88 percent of General Mills officers have been promoted from within the company.**

**89 percent of our directors have been promoted from within the company.**

**85 percent of our managers have been promoted from within the company.**

**6,000+ learning courses and support tools provided through global Learning Management System.**

**Focus:** We respect, develop and invest in our people. We have a long history of making employee development a key priority for the company – we established the General Mills Institute more than 20 years ago to provide learning and

development opportunities for employees. We know that engaged employees create value and drive business performance. We are single-minded when it comes to development; we plan for, invest in, track and evaluate it. In order to attract and retain competitively superior talent, we develop all employees – production employees, salaried employees, managers and executives alike – and work to have a depth of leadership prepared to take on new responsibilities when necessary.

**Development plans:** At General Mills, development takes many forms and includes performance appraisals and Individual Development Plans (IDP). General Mills employees have the opportunity to create plans for their professional development with the assistance of their supervisors. Managers and employees discuss career goals, strengths and development needs, and then use this information to identify action items. We track completion rates of IDPs as a way to monitor employee involvement in career planning.

### General Mills workplace culture Virtuous cycle of great workplaces



### Coach and train

**Coaching:** Great managers are key to retaining and energizing employees. Our internal analysis has shown that employees

working for “great managers” are twice as engaged, motivated and innovative as those working for “good managers.” We created our Great Managers initiative in 2009 to train and increase the effectiveness



“One of the key differentiators at General Mills is our real commitment to employee learning and development. You can see that commitment through such investments as deep technical training in functional areas, leadership training through our Global Institute, and career coaching and planning with our annual Individual Development Planning sessions. We are proud of our track record in developing and promoting employees at all levels of the company.”

– Jacqueline Williams-Roll, Senior Vice President, Human Resources, General Mills





△ Employees from the Middle East, Korea and Southeast Asia traveled to Singapore to participate in a three-day Managing People course to help build managerial skills.

of our managers around the world. We include an index of manager quality in our annual employee Climate Survey. Results from our most recent employee survey were positive: 83 percent said their managers communicate effectively; 79 percent said their managers give regular feedback about performance; and 74

percent said their managers effectively coach and build employees' strengths. Our population of managers rated by employees as "great" has improved 15 percent since the Great Managers initiative began.

**Training:** We offer numerous courses at the General Mills Institute and online learning classes that support professional

development. Training courses range from "Core Business Essentials" and "On-Boarding Fast Start" for new employees to "Managing People" and "Advanced Managing People" that improve managers' skills. Our global Learning Management System has provided more than 6,000 learning courses and other related learning support tools to employees. We leverage our robust offering of eLearning courses and other technology solutions to meet the demands of an increasingly mobile and global workforce. We also provide funding for external training and education.

## Measure effectiveness

**Measurement:** With a workforce spanning the globe, General Mills constantly innovates to provide learning and development support to our employees wherever they are. We regularly assess learning needs at every level of the organization. Our learning strategies link to key performance indicators

for each of the company's business growth drivers. To measure effectiveness, we use scorecards to assess learning and behavior improvements and their connections to measurable business results.

**Feedback:** Our Climate Survey provides annual data on employee satisfaction related to items such as professional development. We have achieved consistent improvement in employee engagement year after year. Employees also rate the effectiveness of managers using the Great Managers Index. This feedback has led to a range of actionable items, including resources to improve managers' skills and communication and enhancements to the company's global internal collaboration network, which now includes 1,030 communities, nearly 5,800 active users and more than 43,300 user posts.

## Continuity

**Continuity:** Sixty-two percent of company officers started their careers in entry-level positions at General Mills. This continuity reflects the company's broad-based commitment to leadership development. Globally, 85 percent of our managers are promoted from within the company. General Mills consistently receives external recognition for our performance in this area.

**Transition assistance:** General Mills provides severance benefits when employees are impacted by downsizing. The severance benefits include compensation as well as professional development assistance from an external organization that provides outplacement services.



## Creating a culture of innovation in Canada

Canadian employees told us through their Climate Survey feedback that we needed to foster a culture of innovation to encourage new ways of doing things, where bold ideas could be tried and fail without penalty. We listened and responded. In 2013, we created a course called "Bold Leadership" along with a

number of other innovation initiatives to help managers become more inclusive, open, supportive and encouraging of employees' ideas. In 2014, we saw behaviors change – with some great results. Watch this video to learn more about our successes stemming from our willingness to be bold.



△ General Mills Canada's commitment to bold leadership and innovative thinking is changing the culture across the company. Teams are embracing new ideas and experimenting with new media, resulting in bold marketing campaigns. Watch this video highlighting the #How to Dad Peanut Butter Cheerios campaign and other brands.



## Organizational leadership

Annually, the General Mills senior management team conducts a strategic review of the corporation's strengths

and opportunity areas. We use this process to identify a clear set of business imperatives, which we then translate into capability and learning priorities. The Chief Learning Officer (CLO) has overall responsibilities for talent management

and organization effectiveness. The CLO works with the HR team to develop training plans at the corporate, business and functional levels. Learning and development are both top-down driven for alignment and locally owned by training

teams embedded in the business and functions. This matrix approach delivers relevant training that is responsive to business and function requirements.

**G4-LA10, LA11**

## Bringing our company values to life around the world

In 2013, we updated our company values. Throughout 2014, we have integrated them across our business. We realigned leadership expectations to match the updated values, integrated them into the curriculum of the General Mills Institute and Great Managers training program, and incorporated them into Individual Development Plans, measurement and tracking systems, and our Climate Survey of employee opinions. Around the world, employees are embracing our values and bringing them to life.



△ The Thailand team based in our Bangkok office celebrated company values.



△ Our team in Nanjing, China, has been building workplace culture and reinforcing company values through a series of training sessions focused on diversity and skill building. The training covers a wide range of topics and includes trainers from varying roles. Participant feedback scores have been high, with one diversity session scoring 4.9 on a scale of 5.0.



△ No matter the language, our values remain the same around the world.



△ Employees from our Dubai office held team-building events focused on applying company values.



△ Managers in South Korea engaged in discussions about how to put the company's refreshed values into action.



# COMMUNITY



**Our General Mills Foundation and community engagement mission is to nourish our communities globally with remarkable philanthropy.**

**OUR GOAL** is to build strong communities. Our philanthropic work ties closely to our core business and reflects our mission of *Nourishing Lives*. We work in innovative ways with partners locally and around the world to harness our collective impact in key target areas, while engaging employees through volunteerism.



## Our strategies

.....

**Alleviate**  
hunger and  
advance nutrition  
wellness

**Improve**  
education

**Strengthen**  
communities



## Overview

**Nourishing our communities:** In fiscal 2014, General Mills donated more than US\$151 million to key initiatives that support communities around the globe. General Mills and its Foundation have given more than US\$1.5 billion to charitable causes worldwide since 1954. We have the greatest impact where our company's key strengths intersect with community needs. For this reason, we focus our giving and volunteerism on alleviating hunger and advancing nutrition wellness; improving education; and strengthening communities.

G4-EC1, FP4

**\$151 million**

The amount we gave to charitable causes in fiscal 2014

Corporate contributions/  
brand philanthropy

**\$79.1 million**

Foundation grants

**\$29.2 million**

Food donations

**\$42.8 million**



Performance dashboard		2020 Goal	Progress
<b>Nourishing</b>	<b>We alleviate hunger</b>	Provide <b>200 million meals</b> globally	<ul style="list-style-type: none"> <li>Global food donations: <b>50 million meals</b> since 2013</li> <li>Partners in Food Solutions: <b>738,000 smallholder farmers</b> and their <b>4.4 million family members</b> impacted since 2008</li> </ul>
	<b>We advance nutrition wellness</b>	Empower <b>25 million youth</b> with skills and knowledge to achieve and maintain physical wellness <b>90,000 U.S. schools</b> gain access to Presidential Youth Fitness program	<ul style="list-style-type: none"> <li><i>Champions for Healthy Kids</i>: <b>1 million youth</b> since 2002</li> <li>Presidential Youth Fitness program: launched in 2013 with support from General Mills, now available to <b>all U.S. schools</b>; <b>3,400+ schools</b> adopted in 2014; to date, <b>13,000+ schools</b> and an estimated <b>6.8 million students</b> engaging with the program</li> </ul>
<b>Educating</b>	<b>We improve education</b>	Provide over <b>US\$1 billion</b> to schools through <i>Box Tops for Education</i>	<ul style="list-style-type: none"> <li><i>Box Tops for Education</i>: <b>US\$80 million</b> raised for U.S. schools in 2014; <b>US\$640+ million</b> since 1996</li> </ul>
	<b>We expand access to education</b>	Empower <b>1 million people</b> in impoverished communities globally through education and improved livelihoods	<ul style="list-style-type: none"> <li>Join My Village: <b>195,000 people</b> have received expanded access to education and economic empowerment since 2009</li> </ul>
<b>Strengthening</b>	<b>We volunteer in the community</b>	More than <b>80% of employees</b> volunteering worldwide	<ul style="list-style-type: none"> <li><b>75% of employees</b> volunteer worldwide</li> </ul>
	<b>We invest in our communities</b>	Achieve <b>US\$2 billion</b> cumulative giving	<ul style="list-style-type: none"> <li><b>US\$151 million</b> in total giving in fiscal 2014</li> <li><b>US\$1.5+ billion</b> cumulative giving since 1954</li> </ul>





# Our approach: connect & lead

Unite innovative ideas, resources and partners to make an impact around the world

At General Mills, our philanthropic work is closely connected with our core business. We nourish lives every day. Our commitment to building strong communities includes providing grants to nonprofit organizations from the General Mills Foundation, donating food from our businesses, supporting brand partnerships to advance causes and supporting employee volunteerism around the world. We strive to expand our positive impact via our philanthropic focus areas of alleviating hunger and advancing nutrition wellness; improving education; and strengthening communities.

## Collective impact

**Philanthropy:** General Mills has connected people and resources across communities since 1954. We look for opportunities to bring together stakeholders

within our communities so that key insights and best practices can be shared and further scaled for broader societal impact.

**Skills-based volunteerism:** Our employees contribute their time and expertise to community organizations through skills-based volunteerism. More than 80 percent of General Mills' U.S.-based employees volunteer in their communities – one of the highest rates of volunteerism among U.S. companies.

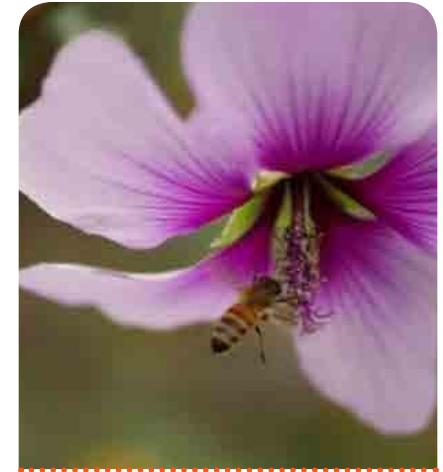
**Knowledge transfer:** We facilitate the sharing of best practices through programs such as **Partners in Food Solutions (PFS)**, which links the technical and business expertise of employees from General Mills and other companies to growing food processors and millers in the developing world.

**Creating shared value:** We invest in programs that improve the livelihoods of smallholder farmers and the quality of life in communities from which we source ingredients for our products.

**Brand partnerships:** Our brands connect with consumers to support schools, healthy lifestyle choices and biodiversity through programs such as *Box Tops for Education*, *Outnumber Hunger* and Cascadian Farm's *Bee Friendlier*.

## Leadership and governance

General Mills' community engagement and Foundation programs are led by the Executive Director of the Foundation with support from program officers at our headquarters. In addition, employee councils located across our key global operating locations around the world assist with the grant-making by helping to identify and nominate local nonprofit organizations eligible to receive funds. The Foundation is governed by a Board of Trustees that includes the Senior Vice President of External Relations, who is responsible for overseeing the company's community action initiatives, and leaders from the company's finance, supply chain, marketing, legal, human resources, sales and external relations functions.



△ Learn more about the Cascadian Farm Bee Friendlier campaign and other General Mills efforts to support pollinators and biodiversity in the **Sourcing** section of this report.



△ Increasingly, consumers expect the companies behind the brands they buy to make a difference in society – and involve them in helping create positive social change. Hear how General Mills links brands and causes through philanthropy.

“More than ever, our positive impact around the world is not just driven by our company's philanthropic dollars, but through the sharing and transfer of our employees' knowledge and skills with communities and partners near and far.”

– Mary Jane Melendez, Executive Director, General Mills Foundation



## Our strategies and actions

### 1 Alleviate hunger and advance nutrition wellness

- A** Address barriers to food security around the world
- B** Promote nutrition wellness

### 2 Improve education

- A** Build brighter futures through education

### 3 Strengthen communities

- A** Increase impact through employee volunteerism
- B** Innovate giving to empower communities worldwide

## 1 Alleviate hunger and advance nutrition wellness

### 1A Address barriers to food security around the world

Donate food and develop global solutions to relieve hunger

We support hunger-relief efforts that feed people in need and uncover barriers to food security.



#### Impact

**US\$42.8 million in food donations globally in 2014.**

**US\$340 million donated in food worldwide since 1999.**

#### Donate food

We provide food and support programs that nourish people around the world.

**The Global FoodBanking Network:** In 2014, General Mills provided US\$2.8 million in food donations to help **The Global FoodBanking Network** create and strengthen food banks around the world. We support The Global FoodBanking Network's efforts in the United Kingdom, South Africa, Argentina and Australia and



are playing an active role – through our financial support as well as involvement of our employees – in helping the organization to plan and achieve further global expansion to alleviate hunger.

**Feeding America:** General Mills donated US\$40 million worth of food in 2014 to Feeding America's 200 food banks across the United States. Our partnership with Feeding America spans 35 years.



Together, we provide nourishment to Americans struggling with hunger; safe and nurturing places for children to have a meal; and emergency assistance for disaster victims.



△ A Feeding America food bank in California offers fresh *Green Giant* spinach.



**Food Banks Canada:** General Mills has donated more than 10.5 million pounds of food to Food Banks of Canada since 2002, including more than 857,000 pounds in 2014.



“As one of Feeding America’s founding partners, General Mills has helped us serve millions of Americans each year. From food donations to financial resources, General Mills is one of Feeding America’s leading supporters and advocates for hunger-relief initiatives nationwide. Through the *Outnumber Hunger* campaign, General Mills consumers also can engage in the fight to end hunger and give back to their local communities.”

– Bob Aiken, Chief Executive Officer, Feeding America

**3.6 million meals**

provided through support to Hunger-Free Minnesota in 2014.



**WE  
SCARE  
HUNGER**



## Expanding consumer awareness and action to address hunger

**Outnumber Hunger:** In 2014, we helped Feeding America secure more than 8 million meals through our *Outnumber Hunger* program. We work nationally to expand consumer awareness and involvement in the fight against hunger through product packaging, websites, social media and events associated with some of our key brands, including *Nature Valley*, *Betty Crocker*, *Yoplait*®, *Big G* cereals and *Green Giant*.

**We Scare Hunger:** Sponsored by Free the Children, *We Day* mobilizes youth in communities across North America to take interest and action in creating a better world, beginning with their own communities. As part of the *We Day* movement, the *We Scare Hunger* program tackles the issue of local hunger. With the support of General Mills, youth in communities across the U.S. participated in the *We Scare Hunger* campaign during 2014. *We Day* Minnesota alone resulted in more than 180,000 pounds of nonperishable food items being collected by youth for local hunger relief agencies.

## Rescue food



### Impact

In fiscal 2014, General Mills rescued 12,665 metric tons of surplus food in the U.S. and donated it to charitable organizations.

General Mills continuously improves our own production operations to minimize food waste. The food ingredients and finished products we donate nourish people in need while diverting food and re-usable items that would otherwise go to landfills. General Mills 2014 food donations to U.S. food banks included:

- 883,822 cases of *Yoplait*® products.
- 1.6 million cases of dry meals and frozen foods.
- 757,054 cases of snacks products.
- 606,842 cases of *Big G* cereal products.

▷ Winners of a competition to help raise awareness and reduce food waste in schools cooked and consumed their winning recipe – “Cheesy Chicken and Bacon Surprise” – at the General Mills kitchen in Uxbridge, U.K. The initiative also teaches students about healthy food choices.





## Provide school meals



### Impact

**350,000 breakfasts provided to 2,100+ at-risk students through Breakfast Club of Canada with support from General Mills.**

**1,200 students fed through China school meals program.**

#### Breakfast Club of Canada:

General Mills provides funding for nine school breakfast programs serving more than 2,100 children in First Nations, Métis and Inuit communities through **Breakfast Club of Canada**. The program delivers food, funds, equipment and training to schools in low-income communities, helping them serve 350,000 breakfasts each year. We also provide support for a greenhouse project in a community devastated by flooding in Alberta, Canada, helping students and community members to sustainably grow nutritious food. Located at a school with an existing Breakfast Club of Canada program, the greenhouse



△ General Mills supports **Breakfast Club of Canada**, which serves nutritious breakfasts of fresh fruits, vegetables, dairy, whole grain and protein. For some students, it is their only meal of the day.

will serve members of an adjacent First Nations community struggling with poverty and food insecurity.

#### School Breakfast Challenge in Minnesota:

In 2014, General Mills supported the **School Breakfast Challenge**, providing



WATCH VIDEO

△ Kids who eat breakfast perform better in school. The **School Breakfast Initiative** helps increase participation in the **School Breakfast Program** in Minnesota.

financial incentives and support for 120 high-need Minnesota schools to increase breakfasts served to low-income children. Low utilization of the school breakfast program is widespread across Minnesota school districts, where low-income students miss 29 million school breakfasts every year. The challenge is part of the **School Breakfast Initiative**, a partnership of the **Children's Defense Fund-Minnesota** and **Hunger-Free Minnesota** working to expand participation in the school

breakfast program. General Mills has provided US\$2.75 million in contributions to **Hunger-Free Minnesota** since 2011.

#### Western China school meals:

In western China, we provide support for school meals served daily to more than 1,200 students at five rural schools in Yunnan's Xuanwei region. The meals, which include milk and eggs, supply needed calcium, protein and other nutrients to students living in areas with high rates of malnutrition.

**G4-EC1, FP4**



△ We help provide nutritious school meals for students in western China.

"Breakfast Club of Canada is proud to count General Mills as a major contributor to the success of our mission. Without generous partners like General Mills, we would not be able to help serve over 25 million breakfasts during the school year, nor provide other valuable services and funding."

– Daniel Germain, President and Founder, Breakfast Club of Canada

## Giving gardens

In the U.S., 3,544 pounds of organic vegetables, apples and other produce grown at our headquarters facility in Minnesota have been donated to food shelves and meal programs. Employees in Hamburg, Germany, provide grant support for the operation of a local school garden and volunteer to help maintain the garden. The garden is used to teach students about nutrition.

◁ General Mills supports nutrition and wellness programs at schools, including a grant in 2014 for a hydroponic learning garden and playground improvements at two schools in Tampa, Florida. Students participate in hands-on gardening activities to deepen their understanding of science and nutrition.







## Partners in Food Solutions

Partners in Food Solutions (PFS) is a nonprofit organization working to improve the capacity, efficiency and product quality of food companies in sub-Saharan Africa. General Mills founded PFS to help raise living standards, address chronic food supply issues and respond to extreme hunger in the developing world. PFS links the technical and business expertise of volunteer employees – including food scientists, nutritionists and engineers – from industry-leading food companies with more than 600 small and growing food processors and millers in Africa.

**Goal:** By 2019, PFS plans to broaden its reach to recruit and engage more than 2,000 corporate volunteers who will help train 2,000 food processors, generate 1,000 new jobs, and create and sustain viable markets for more than 1 million farmers and their 6 million family members.



△ Morgan Patrick, Food Scientist for General Mills in Minnesota, leads a training demonstration in Addis Ababa, Ethiopia.

**Interactive training:** PFS has introduced sector-wide trainings that provide foundational teachings on widespread business and industry topics. Food processors learn about wheat flour fortification, quality management systems, food safety, national standards and core business development capabilities. The training allows for immediate application of new knowledge as food processors learn to produce high-quality, nutritious and safe food at affordable prices while

increasing demand for crops from local smallholder farmers, the majority of whom are women. To date, PFS and local experts have trained 1,075 participants throughout East Africa using this approach. In Ethiopia, for example, PFS conducted 12 multi-day training sessions over a four-month period – from December 2013 through March 2014 – for 700 trainees representing 300 to 400 businesses.

**Funding:** PFS is working to develop a partnership with the “missing middle” – food processors who represent the link between smallholder farmers and consumers. Traditionally, these businesses lack access to adequate funding for equipment and working capital. PFS has partnered with Root Capital to provide financing to some of these businesses. By 2019, PFS plans to facilitate investment in more than 75 companies throughout East Africa.

**Focus on sustainable growth:** In 2014, PFS developed sustainable revenue streams to illustrate Good Development Practices, generate earned income and attract donor funding.

**Partners:** PFS collaborates with a range of organizations, including corporate partners General Mills, Cargill, DSM

and Bühler; implementation partners TechnoServe and USAID; and strategic partners Root Capital and Colle+McVoy.

PFS supports small and growing food processors and mills in Africa.



△ In Kenya, PFS helps strengthen small and growing soy businesses that are the connection between farmers and consumers – providing a constant, stable market for smallholder farmers and nutritious, safe, more affordable food for consumers.

“Partners in Food Solutions is connecting expertise with opportunity. We harness the core competencies and knowledge of volunteers from our partner companies and share it with small and growing food processors across Africa. These processors sit in the middle of the food value chain, serving as engines of demand for the crops of smallholder farmers and conduits for supplying local markets, often replacing expensive imports.”

– Jeff Dykstra, Chief Executive Officer, Partners in Food Solutions



## Impact: PFS results since 2008

**600 food companies and processors in five countries have received training and support.**

**738,000 smallholder farmers – and their 4.4 million family members – benefit as they supply those processors.**

**700+ skilled employees from corporate partner organizations have participated, including nearly 400 General Mills employees.**

**60,000 hours contributed by these volunteers have supported 350 individual projects.**

**Improved access to more locally sourced, nutritious and safe food at affordable prices for both food aid and local retail markets in sub-Saharan Africa.**







## 1B Promote nutrition wellness

Integrate food with healthy, active lifestyles



### Impact

**1 million+** youth reached through *Champions for Healthy Kids* initiatives since 2002.

**3,400+** new schools enrolled in the Presidential Youth Fitness Program in 2014.

**7,000** more children participating in Playworks at school.

**30,000** children reached through early childhood programs at 305 locations in partnership with Nemours.

We promote nutrition wellness – helping families make nutritious food choices combined with healthy, active lifestyles – through our *Champions for Healthy Kids* platform, which includes General Mills charitable support for the **Presidential Youth Fitness Program**, select nonprofit organizations across the U.S. and our partnership with **Nemours** focused on early childhood health and nutrition.

#### **Champions for Healthy Kids grants:**

Across the United States, our *Champions for Healthy Kids* grants program supports nonprofit community organizations that offer innovative youth nutrition and fitness programs. In June 2014, the General Mills Foundation, in partnership with the Academy of Nutrition and Dietetics

Foundation, awarded US\$1 million – twice the amount of previous years – in *Champions for Healthy Kids* grants. Recipients include 50 nonprofits, schools and community organizations that demonstrate the greatest need and likelihood of sustainable impact on young people's nutrition and activity levels. Since launching *Champions for Healthy Kids* in 2002, we have funded more than 550 programs and reached more than 1 million kids through grants totaling US\$6.5 million.



△ *Champions for Healthy Kids* supports student wellness programs that help kids stay active.

#### **Presidential Youth Fitness Program:**

Our support of the Presidential Youth Fitness Program helped enroll more than 3,400 new schools in 2014, giving them access to school-based physical education assessment tools and fitness education program resources to help keep kids physically active. This comprehensive school fitness program cultivates lifelong skills and healthy habits in the fight against childhood obesity.

General Mills helped launch the program in 2012 with the President's Council on

Fitness, Sports and Nutrition. Support from the General Mills Foundation will enable the program to reach 90 percent of U.S. schools – and more than 50 million children – by 2020, helping students pursue personal fitness goals and promote lifelong physical activity.

**Playworks:** We provided US\$282,500 in 2014 to increase the number of U.S. schools participating in **Playworks**, a program that brings trained, full-time coaches to schools in low-income communities to create positive learning experiences both on and off the playground. The Playworks model of play and physical activity has substantially improved the school climate in more than 300 schools in 23 U.S. cities. The General Mills Foundation provided US\$45,000 in additional funding in 2014 to bring Playworks to four more schools in Minneapolis, Minnesota, creating opportunities for healthy recess and active play for 7,000 children every day.

**Nemours:** Our partnership with pediatric health leader Nemours is helping to reduce childhood obesity and increase



△ Kids get moving through Playworks activities.

healthy eating and physical activity in young children. This partnership brings together a shared commitment to childhood nutrition and fitness, combining Nemours' expertise in child health, early care and education with General Mills' philanthropy and experience working with organizations across the U.S. to address the issue of childhood obesity. The Nemours partnership focuses on obesity prevention efforts and the promotion of healthy lifestyles at early childhood education centers. The General Mills Foundation's support is helping to seed the program at more than 305 early care and education programs reaching more than 34,000 young children.

**G4-EC1, FP4**

“General Mills has been an important partner for Playworks, supporting our shared efforts to bring out the best in every kid. General Mills' work is contributing to healthier communities across the U.S., and they are making a measurable difference in our ability to promote play as a tool for ensuring our kids' health and well-being.”

– Jill Violet, Founder and CEO of Playworks

## 2 Improve education

### 2A Build brighter futures through education

Increase access to education and partner to improve education



#### Impact

**US\$640+ million** raised for U.S. schools through *Box Tops for Education* since 1996, including US\$80 million in 2014.

**5 million** people in India and Africa have received expanded access to education, maternal health knowledge, and economic empowerment through *Join My Village* since 2009.

**78 million** children's books distributed through *Cheer On Reading* since 2002.

Around the world, we support programs that expand access to education and raise achievement levels. Our contribution of funds and expertise increases the impact of innovative education programs.

#### Support schools

##### *Box Tops for Education*™:

Schools across the U.S. earn cash for the things they need through *Box Tops for Education*. Since the program began in 1996, schools have earned more than US\$640 million, including more than US\$80 million during the 2013-2014 school year. More than 240 General Mills products participate in the program, including *Betty Crocker*,



#### Working to close the achievement gap in Minnesota schools

We collaborate to help close the educational achievement gap in our headquarters community so that all Minnesota youth can gain a world-class education, regardless of their ethnicity, zip code or household income.

Through charitable funding as well as direct involvement with local organizations, General Mills is helping bring together community, education, government and business stakeholders dedicated to improving academic and life outcomes for all children – from early childhood through early career. General Mills employees are actively involved as volunteers and board members of education organizations serving the community. This leadership includes the company's Senior Vice President of External Relations, who serves as co-chair of *Generation Next*, a multi-sector coalition of education stakeholders working to align goals and practices to transform outcomes for youth (modeled on the broader *StriveTogether* initiative). Our employees are involved in supporting the *Northside Achievement Zone*, modeled after the *Harlem Children's Zone* and part of the U.S. federal government's *Promise Neighborhoods* initiative; *AchieveMpls*; *Parent Aware* for

*School Readiness*; *Teach For America*; and other education organizations.

General Mills supports early childhood education for families in the Minneapolis, Minnesota, area. For more than 25 years, General Mills has provided support – including US\$85,000 in fiscal 2014 – to the nonprofit *Way to Grow*, which works closely with the area's most at-risk children and their parents to ensure they are developmentally on track and ready to thrive in kindergarten and beyond.



△ With support from General Mills, St. David's Center Family Place serves children from the Minneapolis area whose life experiences have put them at risk for poor outcomes. The Center's therapeutic preschool environment helps traumatized children from low-income families build critical skills and learn how to trust adults and engage with other children. More than 80 percent of the children in the program develop kindergarten readiness, laying the groundwork for success in school.

"Our partnership with General Mills for well over two decades makes our work both possible and deeply impactful in our community. Together we have such a rich history of walking alongside children and families, and this partnership continues to deepen our capacity to provide children with the best early start possible."

– Julie Sjoldal, Executive Director, St. David's Center, Minneapolis, Minnesota



*Cheerios, Hamburger Helper, Green Giant, Old El Paso, Pillsbury and Progresso.*

## Promote literacy

**Cheer On Reading:** Our *Cheer On Reading* program (formerly Spoonfuls of Stories) has distributed 78 million children's books in the United States since 2002 inside specially marked boxes of *Cheerios* cereal. The books target children from 3 to 12 years old and many are printed in both English and Spanish. As part of *Cheer on Reading*, General Mills has also donated



WATCH VIDEO

△ Our *Cheer On Reading* program spurred the donation of more than 25,000 books to **Little Free Library**. Learn how they're making a difference in Dallas, Texas.

US\$4.4 million since 2002 to **First Book**, a nonprofit children's literacy organization.

**Read, Learn, Succeed:** In Australia, we help improve literacy through the Read, Learn, Succeed program. We partner with the United Way, providing funding and employee volunteers to promote early literacy.

## Expand access to education

**Join My Village:** During its first five years, *Join My Village* has touched 5 million

"When both girls and boys have access to high quality education, cycles of poverty are broken, family livelihoods improve, economies grow – people and communities are healthier."

– Nicola Dixon, Associate Director, General Mills Community Action



## JOIN MY VILLAGE®

lives in Africa and India. The program has granted thousands of educational scholarships to help girls in Malawi and India gain a secondary school education, built dozens of homes to bring teachers to remote villages, provided textbooks and learning materials for tens of thousands of students, built libraries in Malawi and India, and established 650 village-based savings programs that are improving livelihoods and lives for 15,000 people.

Join My Village was founded by General Mills in 2009, in partnership with the humanitarian organization CARE USA to leverage the collective power of individuals through social media to improve the lives of women and girls in some of the poorest communities in the world. More than 600,000 people globally follow the work of Join My Village through the program's website ([www.JoinMyVillage.org](http://www.JoinMyVillage.org)) and

social media ([facebook.com/joinmyvillage](https://facebook.com/joinmyvillage)) channels. Together, we are working to expand the program to more impoverished communities around the globe.

**Agricultural education:** In Greece, we support the Thessalonica Agricultural and Industrial Institute, a nonprofit school that prepares students for roles in the agriculture and food sectors by teaching farming and business practices that are economically viable, ecologically sound and socially responsible.

G4-EC1, FP4



△ General Mills supports mentoring programs that promote literacy.

## Join My Village results since 2009



**14,000** students benefitted from access to teachers, made possible when JMV constructed 32 homes that enabled teachers to live near schools in rural areas.

**68,000+** girls in India have received mentoring and leadership training.



**5,300** students in Malawi received access to mentors to support their education.

**97 percent** student retention rate for girls at Join My Village-supported schools in Malawi, up 27 percent in 5 years.



**4,800+** students gained access to sanitation facilities which helps them to stay in school.

**20,400** students in Malawi received access to reference materials and school supplies.



**250+** new businesses created through village savings and loan association (VSLA) programs.

**US\$448,000+** saved by VSLA members and reinvested into new businesses, families and community support.



**15,000+** people benefitted from VSLAs to start businesses.

**650** VSLA groups established.





## 3 Strengthen communities

### 3A Increase impact through employee volunteerism

Share skills and best practices



#### Impact

**75 percent of GMI employees worldwide report volunteering in their communities, including 83 percent of U.S.-based employees.**

**2,000 employees in 57 locations participated in Think Global, Volunteer Local activities in 2014.**

Our employees contribute their skills and volunteer their time to achieve results in communities around the world. We work with partners at the global, national and local levels to strengthen communities by harnessing our collective insights and resources to further scale impact. We reinforce our employees' efforts through flexible giving programs and by supporting their skills-based volunteerism.

#### Skills-based volunteerism

Our employees have built a strong legacy of volunteerism at General Mills by applying the skills they develop in their jobs to help community organizations.

**Good Works:** Our *Good Works* program leverages employees' on-the-job knowledge for the benefit of our communities. Founded

in 2009, the *Good Works* program links nonprofit organizations with General Mills marketing professionals in our headquarters community, enabling our employees to focus their business skills and passion via pro-bono projects for selected nonprofits. Since the program's inception, more than 200 employees have served as *Good Works* volunteers and completed 45 projects, including more than 59 volunteers and nine projects in 2014 alone.



#### Improving nutrition for expectant mothers in Malawi

In January 2014, Susan Kamper traveled to Malawi to help improve nutrition for expectant mothers. Kamper, a General Mills senior technology manager who works in food research and development in Minneapolis, is part of the PFS team developing a peanut butter paste for malnourished pregnant women. The paste provides the calories, protein, lipids, vitamins and minerals necessary to support a healthy pregnancy. The purpose

of Kamper's visit was to ensure the recipe developed in Minneapolis would work using local equipment and ingredients in Malawi.

The product, called "mamachiponde" – which means "nut paste for mothers," builds on the success of **Project Peanut Butter** (PPB), a nonprofit organization that treats severe malnutrition in African children using effective, locally produced ready-to-use therapeutic foods. Volunteers from General

Mills and other PFS partners use their food industry experience to help PPB improve efficiencies and increase the quality of these foods. PFS volunteers also provide marketing support to help PPB expand its efforts. PPB operates clinics providing food, treatment and training to about 80,000 children per year in Malawi, Sierra Leone and Ghana.

The nut paste for mothers will be tested in southern Malawi over

the next two years to determine if it improves maternal and infant outcomes. Kamper hopes it will have a positive impact on the health of expectant mothers and their children.

"As a mother and a food scientist, I can't imagine a more rewarding outcome," said Kamper. Learn more in Kamper's [blog post](#) about her work with PFS.

◀ Susan Kamper, General Mills senior technology manager, traveled to Malawi to help improve nutrition for malnourished pregnant women.





**Partners for Impact:** In Australia, one of our senior leaders mentors a local school principal through the *Partners for Impact* program to help generate greater community support and engagement for the school.

## Think Global, Volunteer Local

In 2014, 2,000 General Mills employees from 57 locations around the world volunteered in their communities as part of our Think Global, Volunteer Local (TGVL) event. This annual initiative is part of our broader strategy to connect our employees in meaningful ways with our communities so they can make a positive impact throughout the year. TGVL is strategically focused on

“To be part of the volunteering program was extremely important not only for me, but for all of my coworkers, because it made our team even stronger. It was an opportunity to learn, and it will be a day that I’ll surely remember for the rest of my life. I think it is extremely important that our company offers us the opportunity to participate at an initiative like this, because many times we feel like we don’t help those who need the most.” – Milvia Souza R. Lopes, Apprentice, Cuiabá Distribution Center, Brazil

hunger, nutrition, environmental and sustainable community projects. Listed below are just a few examples of our employees’ many acts of volunteerism. These efforts reinforce our core values.

**Brazil:** Community involvement continues to grow in Brazil. More than 560 employees participated in TGVL, a 37 percent increase in participation from the

previous year. TGVL activities in 14 cities across Brazil included employees from all plants, several distribution centers and the São Paulo main office. Many activities supported Mesa Brasil, a food bank that works against hunger and waste. General Mills employees helped prepare and serve food, renovated buildings and participated in activities with children and teenagers.

**China:** More than 200 employees participated in community events in four locations across China, including Guangzhou, Nanjing, Sanhe and Shanghai. Activities ranged from planting trees and cleaning up roadsides to serving *Wanchai Ferry* dumplings to school children.

**G4-FP4**



△ Chris O’Leary, Executive Vice President and Chief Operating Officer of General Mills’ International Division, led a team of 50 TGVL volunteers in Minnesota as they packed 280 boxes containing 10,080 meals that fed 560 hungry kids for two weeks.



△ Employees from our Yoki Cuiabá Distribution Center in Brazil volunteered at a community center that provides care for kids with special needs from homes in distress. General Mills employees donated food, educated the kids about healthy eating and played with the children.



△ Employees from Berwick, U.K., helped rebuild fences and dredge a pond at the Iver Environment Center as part of TGVL community activities.



△ In Shanghai, employees accompanied students to a science museum and served *Wanchai Ferry* dumplings to children of migrant workers, continuing a program started in 2012.



“It was an incredible experience for me. I’ve never been part of something like this before. In our daily routine, most times we don’t realize that there are people who need caring and attention. For me, to have the opportunity to make a child a little happier was something that I’ll never forget.” – Amauri Albuquerque, Employee, Recife Plant, Brazil



## 3B Innovate giving to empower communities worldwide

Provide resources to nonprofits around the globe



### Impact

**US\$151 million in total giving in fiscal 2014, including US\$29.2 million in grants.**

**50+ communities spanning six continents supported by General Mills philanthropy.**

**4,000 families now benefit from access to clean, reliable water in western China.**

We strengthen communities by supporting smallholder farmers who supply key ingredients for our products, empowering women and ensuring access to safe water.

### Creating shared value

In developing economies where General Mills or our suppliers source raw materials for our products, we work with smallholder farmers, nongovernmental organizations and industry partners to pursue sustainable development and to create shared value – delivering a lasting business and social impact. Through this approach, we are boosting the incomes of smallholder farmers and helping to raise the living standards in their communities, such as our work with vanilla farmers in Madagascar and cocoa growers in Ghana.

**Madagascar:** We are working with CARE to improve food security for vanilla farming communities in Madagascar. In 2013, we funded construction of a storage warehouse that provides local families access to rice year-round, regardless of market availability. We will expand the program in 2015 to include two more villages. In 2014, employees from our Häagen-Dazs production facility in Arras, France, provided donations to help build a new library and expand the village school in Belambo, Madagascar. Two employees traveled from Arras to Belambo to help organize books and inaugurate the library for community use. Learn more about our efforts in Madagascar in the [Sourcing](#) section of this report.



△ General Mills employees from Arras, France – where we use vanilla sourced from Madagascar to make Häagen-Dazs ice cream – traveled to Belambo village in October 2014.



### Fighting breast cancer on a global scale

The Ruijin - Häagen-Dazs Breast Cancer Aid Fund in China was launched in November 2009 as a joint project of Häagen-Dazs, Ruijin Hospital in Shanghai, Shanghai Charity Foundation and Shanghai Charitable Cancer Research Center. The fund aims to help impoverished patients cover the cost of surgery and follow-up treatments and to raise public awareness about breast cancer prevention. Patients can apply for financial aid online or onsite at Ruijin Hospital. Qualified patients can receive up to RMB 10,000, about US\$1,600, to cover almost all the costs of surgery. Each year, General Mills donates RMB 1 million, about US\$160,000, to the fund, which has helped more than 200 patients.

For the last 15 years, Yoplait has contributed more than US\$50 million for the breast cancer cause through programs like Save Lids to Save Lives, Pink Together and Susan G. Komen's Race for the Cure Series. In 2014, employee teams and individuals from General Mills locations in France, Greece and other locations participated in Race for the Cure events to raise awareness and money for breast cancer.



△ We support children's education in Ghana through our partnership with CARE.

**Ghana:** In Ghana, West Africa, our work with CARE in 20 cocoa-growing communities is helping improve food security, nutrition, health, youth education and livelihoods for smallholder farmers and their families. Read more about our efforts to support cocoa growers and their communities in the [Sourcing](#) section of this report.



△ Our Creating Shared Value strategy helps improve the livelihoods of smallholder farmers and their families.

## Empowering women

Beyond its education work, Join My Village is also helping to economically empower thousands of women living in impoverished communities, which increases family livelihoods. Join My Village helps communities establish village savings and loans associations (VSLAs) that enable groups of women to pool a portion of their savings to help one another start and expand their small businesses. Since 2009, more than 650 VSLA groups have been established through Join My Village to start or expand small businesses, positively impacting 15,000 women, men and children in Malawi who benefit from the improved family livelihoods.

## Providing access to water

In the arid regions of western China, water shortages contribute to general poverty. Since 2008, General Mills has donated more than US\$760,000 to the China Women's Development Foundation to construct more than 1,000 water cellars and central water supply systems in Shaanxi and Gansu provinces, benefiting more than 4,000 families. The water cellars and supporting facilities have made tremendous changes in villagers' lives. With a clean, reliable water supply, local villagers can now earn incomes growing vegetables and fruits and raising livestock, improving their standards of living.

**G4-EC1, EC7, EC8, FP4**



△ Access to clean water in western China – made possible with funding from General Mills – improves sanitation, health and livelihoods for thousands of families.

**15,000**

In Malawi, 15,000 people benefit from village savings and loan associations that help fund small businesses.



# APPENDIX

## Environmental Data Summary<sup>\*,\*\*,\*\*\*</sup>

In thousands, except rate data	2005	2006	2007	2008	2009	2010	2011	2012	2013 Excl Yoplaait/Yoki	2013 Incl Yoplaait/Yoki	2014 Excl Yoplaait/Yoki	2014 Incl Yoplaait/Yoki
Energy usage rate (kWh/metric ton of product) <b>EN5</b>	580	570	579	557	546	534	533	528	530	524	532	523
Energy usage (kWh) <b>EN3</b>	2,769,236	2,740,885	2,738,032	2,754,617	2,685,422	2,656,939	2,601,972	2,465,010	2,503,348	2,926,949	2,522,890	2,923,925
Direct energy usage by primary source (kWh)	1,509,968	1,511,989	1,527,708	1,496,014	1,471,627	1,509,856	1,462,563	1,358,567	1,388,055	1,641,653	1,413,128	1,660,881
Fuel oil (kWh)	50,237	58,580	37,242	29,597	24,192	23,556	22,055	21,249	19,002	23,326	10,045	14,323
Natural gas (kWh)	1,414,573	1,370,316	1,405,408	1,379,694	1,377,570	1,382,944	1,350,699	1,267,482	1,283,946	1,385,563	1,308,555	1,411,983
LP gas (kWh)	4,484	5,846	4,787	2,989	14,458	17,085	4,171	2,747	2,013	29,042	2,889	27,091
Solar panels (kWh)	NA	NA	NA	NA	NA	NA	82	121	119	119	121	121
Cogeneration electric (kWh)	14,146	19,129	21,128	20,744	14,672	27,221	25,234	17,763	17,871	17,871	20,314	20,314
Cogeneration steam (kWh)	26,528	58,117	59,143	62,989	40,736	56,698	52,330	30,646	39,348	39,348	44,675	44,675
Biomass (kWh)	NA	NA	NA	NA	NA	2,352	7,993	18,559	25,756	146,383	26,530	142,375
Indirect energy consumption (electricity) (kWh)	1,259,268	1,228,897	1,210,325	1,258,603	1,213,794	1,147,082	1,139,408	1,106,444	1,115,293	1,285,296	1,109,762	1,263,044
International (kWh)	104,083	110,689	125,176	178,336	159,683	138,470	140,497	149,890	156,838	326,841	152,379	305,661
North America (kWh)	1,155,185	1,118,207	1,085,148	1,080,267	1,054,112	1,008,612	998,911	956,554	958,455	958,455	957,382	957,382
Energy usage, by region												
International (kWh)	215,212	253,647	284,709	291,888	264,858	262,493	268,289	283,768	295,020	718,621	292,876	693,911
North America (kWh)	2,554,025	2,487,239	2,453,324	2,462,729	2,420,564	2,394,446	2,333,683	2,181,243	2,206,894	2,206,894	2,226,512	2,226,512
GHG emissions rate (metric tons CO2e/ metric tons of product) <b>EN18</b>	0.225	0.221	0.224	0.215	0.210	0.204	0.205	0.205	0.205	0.181	0.196	0.173
GHG emissions (Scopes 1 and 2) (metric tons CO2e)	1,073	1,065	1,059	1,064	1,033	1,014	1,002	958	970	1,013	928	965
Scope 1 (metric tons CO2e) <b>EN15</b>	280	283	285	282	273	285	273	251	254	281	259	284
Fuel oil (metric tons CO2e)	12	14	8	7	5	5	5	4	4	5	2	4
Natural gas (metric tons CO2e)	267	268	275	274	265	277	267	246	250	270	256	274
LP gas (metric tons CO2e)	1	1	1	1	3	4	1	1	0	6	1	6
Scope 2 (metric tons CO2e) <b>EN16</b>	793	782	774	782	760	728	730	707	716	732	669	681
GHG emissions from renewables (not in Scope 1 or 2)	NA	NA	NA	NA	NA	0	1	3	5	44	8	48
GHG Emissions, by region												
International (metric tons CO2e)	64	76	86	85	84	87	91	95	100	143	95	132
North America (metric tons CO2e)	1,009	989	973	979	950	927	912	863	870	870	833	833
Water usage rate (cubic meters/metric ton of product)		2.383	2.266	2.222	2.258	2.186	2.112	2.135	2.111	2.902	2.076	2.794
Water withdrawal (cubic meters) <b>EN8</b>	-	11,100	10,600	11,000	11,000	10,800	10,300	10,000	10,000	16,200	9,800	15,600
Groundwater (cubic meters)	NA	NA	NA	NA	NA	NA	2,000	1,800	1,700	4,100	1,700	3,900
Municipal (cubic meters)	NA	NA	NA	NA	NA	NA	8,300	8,200	8,300	8,400	8,100	8,100
Surface water (cubic meters)	NA	NA	NA	NA	NA	NA	NA	NA	NA	3,700	NA	3,600
Solid waste generation rate (metric tons/ metric tons of product)	0.057	0.052	0.047	0.051	0.040	0.037	0.037	0.034	0.033	0.034	0.032	0.033
Solid waste (metric tons) <b>EN23</b>	266	241	221	239	197	183	178	159	155	190	152	186

\* All data are fiscal year. Energy, GHG emissions, water, and solid waste generation absolute and rate data are from wholly owned production facilities globally.

\*\* 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 methodology.



## 2014 Commitments/Goals/Progress



### Health & Wellness

Our goal is to provide people with convenient, nutritious food that – when combined with exercise and activity – can help them live healthier lives.

#### Target

#### Progress

##### Improve product health profiles

**U.S.:** Reduce calories, fat, saturated fat, trans fat, sugar or sodium by 10 percent or more per serving. Increase beneficial nutrients – including vitamins, minerals and fiber – by 10 percent or more per serving.

76% of U.S retail sales volume nutritionally improved since 2005; 18.5% in fiscal 2014.

**Europe, Australia and Asia:** Improve the health profile of foods sold in Europe and Australasia region.

48% of product portfolio improved since 2010, not including CPW and Yoplait products.

**Canada:** Increase beneficial nutrients and/or decrease nutrients of concern.

208 products nutritionally improved since 2010; 70+ in fiscal 2014.

**International:** Improve the health profile of products by increasing beneficial nutrients, such as vitamins, minerals and fiber, and reducing sodium, sugar, fat and/or calories.

170+ products nutritionally improved in fiscal 2014; 40 new products released in fiscal 2014 with nutritiously advantageous profiles.

**CPW:** Announced targets in 2012 for nutritionally improving about 5.3 billion portions of cereals in more than 140 countries.

88% of global sales volume nutritionally improved since 2012.

##### Reduce sugar

**U.S.:** In 2009, we pledged to reduce all of our cereals advertised to children under 12 to single-digit grams of sugar per serving.

100% of Big G cereals marketed to children contain 10 grams of sugar or less; sugar levels in Big G kid cereals lowered by 16% since 2007. 75+% of General Mills cereals have 9 grams or less of sugar per serving.

Yogurt: We have reduced the average amount of sugar across our kid yogurt products by more than 25 percent since 2007.

Snacks: We reduced sugar by 17% in *Betty Crocker Fruit Gushers* and *Betty Crocker Fruit Shapes* in fiscal 2014.

Granola Bars: We reduced sugar by 30% across our line of *Nature Valley Chewy Trail Mix* bars.

**CPW:** Reduce sugar content of 20 Nestlé breakfast cereal brands popular with children and teenagers to 9 grams or less per serving by the end of 2015.

91% of CPW's volume of brands popular with kids and teens has achieved the committed sugar reduction targets.

## 2014 Commitments/Goals/Progress



### Health & Wellness (con't)

#### Target

#### Progress

##### Reduce sodium

**U.S.:** Reduce sodium by 20 percent across top 10 retail product categories by 2015.

Many of our product categories have made significant progress and exceeded this goal. General Mills continues working toward this commitment with sodium reductions across our product portfolio.

**U.K.:** Reduce sodium in food to help consumer reach the 2.4 grams per day maximum recommended daily intake.

In fiscal 2014, we reduced sodium content in our foods by 63% from the previous year.

**Australia:** Reduce sodium by 25 percent by 2015 (collective industry goal as part of Healthier Australia Commitment).

We continue to make sizable reductions in sodium across our key brands.

**CPW:** Reduce sodium content of 20 breakfast cereals popular with children and teenagers to 135 milligrams or less per serving by the end of 2015.

CPW removed more than 590 metric tons of salt from its children's or teenagers' breakfast cereals in 2014. 100% of CPW's recipes have achieved the committed sodium reduction target as of December 2014.

##### Reduce calories

**U.S.:** Healthy Weight Commitment Foundation pledge with 15 other leading food and beverage companies: Reduce calories by 1.5 trillion in the U.S. marketplace by 2015.

990 General Mills' U.S. retail products (60%) have 150 calories or less per serving. 575 General Mills' U.S. retail products (35%) have 100 calories or less per serving.

6.4 trillion calories trimmed from U.S. food by a coalition of partners, which General Mills is a part, through the Healthy Weight Commitment Foundation.

##### Expand food safety

Achieve Global Food Safety Initiative (GFSI) certification of all General Mills-owned facilities by 2020.

63% of General Mills-owned facilities are GFSI certified. 71% of co-production sites and 43% of ingredient supplier sites also are GFSI certified.

##### Responsible marketing

**U.S.:** Comply with Children's Food and Beverage Advertising Initiative (CFBAI) child advertising nutrition standards.

General Mills is in full compliance with CFBAI guidelines (effective December 2013).

## 2014 Commitments/Goals/Progress



### Sourcing

Our goal is to sustainably source the raw materials we use in our products. We are committed to sustainably source 100% of our 10 priority ingredients by 2020, representing more than 50% of our annual raw material purchases.

RAW MATERIAL	COMMITMENT	SUSTAINABILITY DEFINITION	2014 PROGRESS*
Vanilla	100 percent of spend sourced sustainably by 2020	100 percent of our vanilla will be sourced through origin-direct investment, which will improve the incomes of smallholder farmers and the quality of ingredients.	45 percent
Cocoa	100 percent of spend sourced sustainably by 2020	100 percent of our cocoa will be sourced through origin-direct investment, which will improve the incomes of smallholder farmers and the quality of ingredients.	10 percent
Palm oil	100 percent of spend sourced sustainably by 2015	100 percent of our palm oil will be sourced by responsible and sustainable sources as defined by RSPO mass balanced, segregated sustainable palm, or green palm certificates.	83 percent
Sugarcane	100 percent of spend sourced sustainably by 2020	100 percent of our sugar cane will be from responsible and sustainable regions that are in compliance with Bonsucro or comparable standards. Any high risk countries will be independently verified.	42 percent
Oats	100 percent of spend sourced sustainably by 2020	100 percent of our oats will be sourced from growing regions that demonstrate continuous improvement against industry-based environmental metrics.	35 percent
U.S. wheat	100 percent of spend sourced sustainably by 2020	100 percent of our U.S. wheat will be sourced from growing regions that demonstrate continuous improvement against the Field-to-Market framework or comparable environmental metrics.	15 percent
U.S. sugar beets	100 percent of spend sourced sustainably by 2020	100 percent of our U.S. beet sugar will be sourced from growing regions that demonstrate continuous improvement against the Field-to-Market framework or comparable environmental metrics.	34 percent
U.S. corn (dry milled)	100 percent of spend sourced sustainably by 2020	100 percent of our dry milled corn will be sourced from growing regions that demonstrate continuous improvement against the Field-to-Market framework or comparable environmental metrics.	6 percent
Dairy (fluid milk)	100 percent of spend sourced sustainably by 2020	100 percent of our directly sourced fluid milk will originate from producing regions that demonstrate continuous improvement as measured by the Dairy Sustainability Framework (U.S.) or other comparable environmental metrics (globally).	20 percent
Fiber packaging	100 percent of spend sourced sustainably by 2020	100 percent of our fiber packaging will be from recycled material or from virgin wood fiber regions that are known and not contributing to deforestation. Any high risk countries will be independently verified.	99 percent

\*Progress numbers may vary from year to year due to changes in suppliers, market conditions or improvements in data tracking methodology.

## 2014 Commitments/Goals/Progress



### Environment

Our goal is to continually reduce our environmental footprint.

Target	Progress
<b>GHG emissions:</b> 20% reduction in GHG emissions rate by 2015 (2005 baseline).	Reduced GHG emissions rate by 23% since 2005.
<b>Energy:</b> 20% reduction in energy usage rate by 2015 (2005 baseline).	Reduced energy usage rate by 10% since 2005.
<b>Transportation fuel:</b> 35% reduction in transportation fuel usage rate by 2015 (2009 baseline).	Reduced transportation fuel usage rate by 22% since 2009.
<b>Water:</b> 20% reduction in water usage rate by 2015 (2006 baseline).	17% increase in water usage since 2006 primarily due to impact of Yoplait International.
<b>Solid waste:</b> 50% reduction in solid waste generation rate by 2015 (2005 baseline).	Reduced solid waste generation rate by 41% since 2005.
<b>Packaging:</b> 60% global packaging volume improved by 2015 (2009 baseline).	68% of packaging volume improved since 2009.



### Workplace

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

Target	Progress
<b>Increase workplace safety</b>	
Goal: Zero injuries/illnesses.	We reduced our global total injury rate by 17% to 1.34 injuries per 100 employees in fiscal 2014, down from 1.62 in 2013.



## 2014 Commitments/Goals/Progress



### Community

Our goal is to build strong communities.

#### Target

#### Progress

##### Alleviate hunger

2020 Goal: Provide 200 million meals globally.

50 million meals provided globally through food donations since 2013.

738,000 smallholder farmers and their 4.4 million family members impacted by Partners in Food Solutions since 2008.

##### Advance nutrition wellness

2020 Goal: Empower 25 million youth with skills and knowledge to achieve and maintain physical wellness.

*Champions for Healthy Kids* program reached 1 million youth since 2002.

2020 Goal: 90,000 U.S. schools gain access to Presidential Youth Fitness program.

Presidential Youth Fitness program launched in 2013 with support from General Mills, now available to all U.S. schools; 3,400+ schools adopted in 2014; to date, 13,000+ schools and an estimated 6.8 million students engaging with the program.

##### Improve education

2020 Goal: Provide over \$1 billion to schools through *Box Tops for Education*.

\$80 million raised for U.S. schools through *Box Tops for Education* in 2014; \$640+ million since 1996.

##### Expand access to education

2020 Goal: Empower 1 million people in impoverished communities globally through education and improved livelihoods.

195,000 people have received expanded access to education and economic empowerment through Join My Village since 2009.

##### Volunteer in the community

2020 Goal: More than 80% of employees volunteering worldwide.

75% of employees volunteer worldwide.

##### Invest in our communities

2020 Goal: Achieve \$2 billion cumulative giving.

\$151 million in total giving in fiscal 2014. \$1.5+ billion cumulative giving since 1954.

All dollars cited are U.S. dollars.

## Composition of governance body (G4-LA12)

Board of Directors Diversity (% of total)	%
Male	64.3%
Female	35.7%
Black	14.3%
Asian	0%
Hispanic	7.1%
Native American/American Indian	0%
Age 50+	92.9%

## Global workforce data summary (G4-10 A-D)\*

Total number of employees by employment contract and gender			
Employment type	Total	Female	Male
Full Time	29,602	12,240	17,362
Part Time	656	530	126
Short Time	24	12	12
NonScheduled	206	165	41
Temporary/Casual	327	180	147
Seasonal	95	33	62

Total number of permanent employees by employment type and gender			
Permanent contract	Total	Female	Male
Full Time	29,602	12,240	17,362
Part Time	656	530	126
Short Time	24	12	12

Total workforce by employees and supervised workers and by gender			
Workforce breakdown	Total	Female	Male
All employees	30,910	13,160	17,750
Supervised by gender	N/A	N/A	N/A

Total workforce by region and gender			
Workforce breakdown	Total	Female	Male
Africa	85	43	42
Asia Pacific	2,048	735	1,313
Greater China	3,787	2,081	1,706
Australia/New Zealand	467	216	251
Canada	824	464	360
Europe	2,823	1,209	1,614
Latin America	4,306	1,717	2,589
Middle East	47	20	27
USA	16,523	6,675	9,848

\*This data excludes Yoki, Annie's, wage employees at Häagen-Dazs and Liberté, and China third-party employees.

## General Standard Disclosures

Disclosure #	Disclosure Text	Location/Comments
<b>Strategy and Analysis</b>		
<b>G4-1</b>	Statement from the most senior decision-maker of the organization.	CEO letter, 2014 Annual Report
<b>G4-2</b>	Description of key impacts, risks, and opportunities.	2014 10-K
<b>Organizational Profile</b>		
<b>G4-3</b>	Name of the organization.	2014 10-K
<b>G4-4</b>	Primary brands, products, and services.	Introduction, 2014 10-K
<b>G4-5</b>	Location of the organization's headquarters.	2014 10-K
<b>G4-6</b>	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	GeneralMills.com/Company/Countries
<b>G4-7</b>	Nature of ownership and legal form.	2014 10-K
<b>G4-8</b>	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	GeneralMills.com/Company/Countries
<b>G4-9</b>	Scale of the organization.	2014 Annual Report
<b>G4-10</b>	Total workforce by employment type, employment contract, and region, broken down by gender.	Appendix
<b>G4-11</b>	Percentage of total employees covered by collective bargaining agreements.	Approximately 45% of U.S. production employees are covered by CBAs
<b>G4-12</b>	Describe the organization's supply chain.	Introduction, Environment, Sourcing
<b>G4-13</b>	Any significant changes during the reporting period regarding the organization's size, structure, ownership or its supply chain	2014 Annual Report
<b>G4-14</b>	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	GeneralMills.com/Responsibility
<b>G4-15</b>	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	CEO letter, Introduction, Sourcing
<b>G4-16</b>	Memberships of associations (such as industry associations) and national or international advocacy organizations.	Introduction, Health & Wellness, Environment, Sourcing, Community
<b>Identified Material Aspects and Boundaries</b>		
<b>G4-17</b>	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	2014 Annual Report
<b>G4-18</b>	Process for defining the report content and the Aspect Boundaries; how the organization has implemented the Reporting Principles for Defining Report Content.	Materiality section of Introduction
<b>G4-19</b>	Material Aspects identified in the process for defining report content.	GRI Index
<b>G4-20</b>	For each material Aspect, report the Aspect Boundary within the organization.	Materiality section of Introduction
<b>G4-21</b>	For each material Aspect, report the Aspect Boundary outside the organization.	Materiality section of Introduction

## General Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>Identified Material Aspects and Boundaries (con't)</b>		
<b>G4-22</b>	Effect of any restatements of information provided in previous reports, and the reasons for such restatements.	Appendix - Environmental Data Summary
<b>G4-23</b>	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	This is the first year that General Mills has aligned with the Global Reporting Initiative G4 Sustainability Reporting Guidelines
<b>Stakeholder Engagement</b>		
<b>G4-24</b>	List of stakeholder groups engaged by the organization.	Introduction, Health & Wellness, Environment, Sourcing, Community
<b>G4-25</b>	Basis for identification and selection of stakeholders with whom to engage.	Introduction, Health & Wellness, Environment, Sourcing, Community
<b>G4-26</b>	Organization's approach to stakeholder engagement.	Introduction, Health & Wellness, Environment, Sourcing, Community
<b>G4-27</b>	Key topics and concerns that have been raised through stakeholder engagement.	Introduction, Health & Wellness, Environment, Sourcing, Community
<b>Report Profile</b>		
<b>G4-28</b>	Reporting period (such as fiscal or calendar year) for information provided.	Introduction
<b>G4-29</b>	Date of most recent previous report (if any).	April 2014
<b>G4-30</b>	Reporting cycle (such as annual, biennial).	Annual
<b>G4-31</b>	Contact point for questions regarding the report or its contents.	Introduction
<b>G4-32</b>	Report the 'in accordance' option the organization has chosen; report the GRI Content Index for the chosen option.	Introduction, Appendix - GRI Index
<b>G4-33</b>	Policy and current practice with regard to seeking external assurance for the report.	Introduction
<b>Governance</b>		
<b>G4-34</b>	Governance structure of the organization, including committees of the highest governance body.	GeneralMills.com/Investors
<b>G4-35</b>	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Introduction
<b>G4-36</b>	Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics.	Introduction



## General Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>Governance (con't)</b>		
<b>G4-37</b>	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics.	<a href="https://www.generalmills.com/investors">GeneralMills.com/Investors</a>
<b>G4-38</b>	Composition of the highest governance body and its committees.	<a href="https://www.generalmills.com/investors">GeneralMills.com/Investors</a>
<b>G4-39</b>	Whether the Chair of the highest governance body is also an executive officer.	<a href="https://www.generalmills.com/investors">GeneralMills.com/Investors</a>
<b>G4-40</b>	Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	<a href="https://www.generalmills.com/investors">GeneralMills.com/Investors</a>
<b>G4-41</b>	Processes for the highest governance body to ensure conflicts of interest are avoided and managed.	<a href="https://www.generalmills.com/investors">GeneralMills.com/Investors</a>
<b>G4-42</b>	Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	Introduction, Environment, Sourcing
<b>G4-43</b>	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	
<b>G4-44</b>	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	<a href="https://www.generalmills.com/investors">GeneralMills.com/Investors</a>
<b>G4-45</b>	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	<a href="https://www.generalmills.com/investors">GeneralMills.com/Investors</a> , Introduction
<b>G4-46</b>	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	<a href="https://www.generalmills.com/investors">GeneralMills.com/Investors</a> , Introduction
<b>G4-47</b>	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	<a href="https://www.generalmills.com/investors">GeneralMills.com/Investors</a> , Introduction
<b>G4-48</b>	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	Introduction, Environment
<b>G4-49</b>	Process for communicating critical concerns to the highest governance body.	<a href="https://www.generalmills.com/investors">GeneralMills.com/Investors</a>
<b>G4-50</b>	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	2014 Proxy Statement
<b>G4-51</b>	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	2014 Proxy Statement
<b>G4-52</b>	Process for determining remuneration.	2014 Proxy Statement
<b>G4-53</b>	How stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	<a href="https://www.generalmills.com/investors">GeneralMills.com/Investors</a>
<b>G4-54</b>	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees in the same country.	
<b>G4-55</b>	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees in the same country.	

## General Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>Ethics and Integrity</b>		
<b>G4-56</b>	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	GeneralMills.com/Company, GeneralMills.com/Responsibility, Workplace
<b>G4-57</b>	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity.	Workplace
<b>G4-58</b>	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity.	Workplace

## Disclosures of Management Approach

Disclosure #	Disclosure Text	Location/Comments
<b>Ethics and Integrity</b>		
<b>G4-DMA</b>	a. Report why the Aspect is material. Report the impacts that make this Aspect material. b. Report how the organization manages the material Aspect or its impacts. c. Report the evaluation of the management approach.	Introduction, Appendix - GRI Index

## Specific Standard Disclosures

Disclosure #	Disclosure Text	Location/Comments
<b>ECONOMIC</b>		
<b>Economic Performance</b>		
<b>G4-EC1</b>	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Health & Wellness, Community, Sourcing, 2014 Annual Report, 2014 Proxy Statement
<b>G4-EC2</b>	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Introduction, Environment, Sourcing, Carbon Disclosure Project
<b>G4-EC3</b>	Coverage of the organization's defined benefit plan obligations.	2014 10-K
<b>G4-EC4</b>	Financial assistance received from government.	
<b>Indirect Economic Impacts</b>		
<b>Material issue: Smallholder farmers</b>		
<b>G4-EC7</b>	Development and impact of infrastructure investments and services supported.	Sourcing, Community
<b>G4-EC8</b>	Significant indirect economic impacts, including the extent of impacts.	Sourcing, Community

## Specific Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>ECONOMIC (CON'T)</b>		
<b>Procurement Practices</b>		
<b>Material issue: Smallholder farmers</b>		
<b>G4-EC9</b>	Proportion of spending on local suppliers at significant locations of operations.	Sourcing
<b>ENVIRONMENTAL</b>		
<b>Materials</b>		
<b>Material issue: Packaging footprint</b>		
<b>G4-EN1</b>	Total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period.	
<b>G4-EN2</b>	Percentage of recycled input materials used to manufacture the organization's primary products and services.	Environment
<b>Energy</b>		
<b>Material issue: Energy costs</b>		
<b>G4-EN3</b>	Energy consumption within the organization.	Environment, Appendix - Environmental Data Summary
<b>G4-EN4</b>	Energy consumption outside of the organization.	Carbon Disclosure Project
<b>G4-EN5</b>	Energy intensity.	Environment, Appendix - Environmental Data Summary
<b>G4-EN6</b>	Reduction of energy consumption.	Environment
<b>G4-EN7</b>	Reductions in energy requirements of products and services.	
<b>Water</b>		
<b>Material issue: Water stewardship</b>		
<b>G4-EN8</b>	Total water withdrawal by source.	Environment, Appendix - Environmental Data Summary
<b>G4-EN9</b>	Water sources significantly affected by withdrawal of water.	Environment, Sourcing
<b>G4-EN10</b>	Percentage and total volume of water recycled and reused.	Environment
<b>Biodiversity</b>		
<b>Material issue: Biodiversity</b>		
<b>G4-EN11</b>	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	
<b>G4-EN12</b>	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Sourcing
<b>G4-EN13</b>	Habitats protected or restored.	Sourcing
<b>G4-EN14</b>	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	

## Specific Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>ENVIRONMENTAL (CON'T)</b>		
<b>Emissions</b>		
<b>Material issue: Climate change, deforestation and changing land use</b>		
<b>G4-EN15</b>	Direct greenhouse gas (GHG) emissions (Scope 1).	Environment, Appendix - Environmental Data Summary
<b>G4-EN16</b>	Energy indirect greenhouse gas (GHG) emissions (Scope 2).	Environment, Appendix - Environmental Data Summary
<b>G4-EN17</b>	Other indirect greenhouse gas (GHG) emissions (Scope 3).	Environment, Carbon Disclosure Project
<b>G4-EN18</b>	Greenhouse gas (GHG) emissions intensity.	Environment, Environmental Data Summary
<b>G4-EN19</b>	Reduction of greenhouse gas (GHG) emissions.	Environment, Sourcing
<b>G4-EN20</b>	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.
<b>G4-EN21</b>	NOx, SOx, and other significant air emissions by type and weight.	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.
<b>Effluents and Waste</b>		
<b>Material issue: Food waste</b>		
<b>G4-EN22</b>	Total 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.
<b>G4-EN23</b>	Total weight of waste by type and disposal method.	Environment
<b>G4-EN24</b>	Total number and volume of significant spills.	There were no significant spills at our manufacturing locations during the reporting period.



## Specific Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>ENVIRONMENTAL (CON'T)</b>		
<b>Effluents and Waste</b>		
<b>Material issue: Food waste</b>		
<b>G4-EN25</b>	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	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.
<b>G4-EN26</b>	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and 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.
<b>Products and Services</b>		
<b>Material issue: Packaging footprint</b>		
<b>G4-EN27</b>	Extent of impact mitigation of environmental impacts of products and services.	Environment, Sourcing
<b>G4-EN28</b>	Percentage of products sold and their packaging materials that are reclaimed by category.	Environment, Sourcing
<b>Compliance</b>		
<b>G4-EN29</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	General Mills received no significant fines or regulatory sanctions during the reporting period
<b>Transport</b>		
<b>G4-EN30</b>	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Environment
<b>Supplier Environmental Assessment</b>		
<b>Material issue: Supply chain relationships</b>		
<b>G4-EN32</b>	Percentage of new suppliers that were screened using environmental criteria.	Compliance with our Supplier Code of Conduct is a term in our standard purchase orders and standard purchase contracts
<b>G4-EN33</b>	Significant actual and potential negative environmental impacts in the supply chain and actions taken.	

## Specific Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>LABOR PRACTICES AND DECENT WORK</b>		
<b>Employment</b>		
<b>G4-LA1</b>	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	In the fall of 2014, General Mills announced its intention to eliminate approximately 700-800 jobs, amounting to about 2% of the global workforce. The reductions were part of a restructuring plan designed to increase organizational effectiveness and reduce overhead expense.
<b>G4-LA2</b>	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Workplace
<b>Labor/Management Relations</b>		
<b>G4-LA5</b>	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Workplace
<b>G4-LA6</b>	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Workplace
<b>G4-LA8</b>	Health and safety topics covered in formal agreements with trade unions.	Workplace
<b>Training and Education</b>		
<b>G4-LA9</b>	Average hours of training per year per employee by gender, and by employee category.	
<b>G4-LA10</b>	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Workplace
<b>G4-LA11</b>	Percentage of employees receiving regular performance and career development reviews, by gender.	Workplace
<b>Diversity and Equal Opportunity</b>		
<b>G4-LA12</b>	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Workplace, Appendix, GeneralMills.com/Investors
<b>Supplier Assessment for Labor Practices</b>		
<b>Material issue: Supply chain relationships</b>		
<b>G4-LA14</b>	Percentage of new suppliers that were screened using labor practices criteria.	Compliance with our Supplier Code of Conduct is a term in our standard purchase orders and standard purchase contracts
<b>G4-LA15</b>	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken.	Sourcing

## Specific Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>HUMAN RIGHTS</b>		
<b>Investment</b>		
<b>G4-HR1</b>	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	Compliance with our Supplier Code of Conduct is a term in our standard purchase orders and standard purchase contracts
<b>Nondiscrimination</b> <b>Material issue: Human rights in the supply chain</b>		
<b>G4-HR3</b>	Total number of incidents of discrimination and corrective actions taken.	
<b>Freedom of Association and Collective Bargaining</b> <b>Material issue: Human rights in the supply chain</b>		
<b>G4-HR4</b>	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Sourcing
<b>Child Labor</b> <b>Material issue: Human rights in the supply chain</b>		
<b>G4-HR5</b>	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Sourcing
<b>Forced or Compulsory Labor</b> <b>Material issue: Human rights in the supply chain</b>		
<b>G4-HR6</b>	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Sourcing
<b>Indigenous Rights</b> <b>Material issue: Human rights in the supply chain</b>		
<b>G4-HR8</b>	Total number of incidents of violations involving rights of indigenous people and actions taken.	Sourcing
<b>Assessment</b>		
<b>G4-HR9</b>	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	
<b>Supplier Human Rights Assessment</b> <b>Material issues: Human rights in the supply chain, supply chain relationships</b>		
<b>G4-HR10</b>	Percentage of new suppliers that were screened using human rights criteria.	Compliance with our Supplier Code of Conduct is a term in our standard purchase orders and standard purchase contracts

## Specific Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>HUMAN RIGHTS (CON'T)</b>		
<b>Human Rights Grievance Mechanisms</b>		
<b>Material issues: Human rights in the supply chain, supply chain relationships</b>		
<b>G4-HR11</b>	Significant actual and potential negative human rights impacts in the supply chain and actions taken.	Sourcing, GeneralMills.com/Sourcing
<b>G4-HR12</b>	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	
<b>SOCIETY</b>		
<b>Local Communities</b>		
<b>G4-S01</b>	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Sourcing
<b>Anticorruption</b>		
<b>G4-S03</b>	Percentage and total number of business units analyzed for risks related to corruption.	Workplace
<b>G4-S04</b>	Communication and training on anti-corruption policies and procedures.	Workplace
<b>Public Policy</b>		
<b>G4-S06</b>	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	GeneralMills.com/CivicInvolvement
<b>Supplier Assessment for Impacts on Society</b>		
<b>Material issue: Supply chain relationships</b>		
<b>G4-S09</b>	Percentage of new suppliers that were screened using criteria for impacts on society.	Compliance with our Supplier Code of Conduct is a term in our standard purchase orders and standard purchase contracts
<b>G4-S010</b>	Significant actual and potential negative impacts on society in the supply chain and actions taken.	
<b>PRODUCT RESPONSIBILITY</b>		
<b>Customer Health and Safety</b>		
<b>Material issue: Food safety</b>		
<b>G4-PR1</b>	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	Health & Wellness, Workplace
<b>G4-PR2</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Health & Wellness
<b>Product and Service Labeling</b>		
<b>G4-PR3</b>	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Health & Wellness



## Specific Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>PRODUCT RESPONSIBILITY (CON'T)</b>		
<b>Product and Service Labeling</b>		
<b>G4-PR4</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	In fiscal 2014, there were no incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling.
<b>G4-PR5</b>	Results of surveys measuring customer satisfaction.	In fiscal 2014, our U.S. consumer satisfaction rate was 97%. Globally, we invest in measurement and monitor satisfaction on an ongoing basis.
<b>Marketing Communications</b>		
<b>Material issue: Responsible marketing</b>		
<b>G4-PR6</b>	Sale of products that are the subject of stakeholder questions or public debate.	Introduction, Health & Wellness
<b>G4-PR7</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	
<b>FOOD PROCESSING SECTOR SUPPLEMENT</b>		
<b>Across All Aspects of Sourcing</b>		
<b>Material issue: Supply chain relationships</b>		
<b>FP1</b>	Percentage of purchased volume from suppliers compliant with company's sourcing policy.	Sourcing General Mills adheres to a strict supplier code of conduct and utilizes independent third parties to assess supplier compliance with this code. <a href="http://GeneralMills.com/Sourcing">GeneralMills.com/Sourcing</a>
<b>FP2</b>	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard.	Sourcing
<b>Healthy and Affordable Food</b>		
<b>Material issues: Food security, health and nutrition wellness</b>		
<b>FP4</b>	Nature, scope and effectiveness of any programs and practices (in-kind contributions, volunteer initiatives, knowledge transfer, partnerships and product development) 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.	Health & Wellness, Sourcing, Workplace, Community

## Specific Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>FOOD PROCESSING SECTOR SUPPLEMENT (CON'T)</b>		
<b>Customer Health and Safety</b>		
<b>Material issues: Food safety, health and nutrition wellness</b>		
<b>FP5</b>	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	Health & Wellness
<b>FP6</b>	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars.	Health & Wellness
<b>FP7</b>	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.	Health & Wellness
<b>Product and Service Labeling</b>		
<b>FP8</b>	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements.	Health & Wellness WholeGrainNation.com GeneralMills.com/Benefits of Cereal GeneralMills.com/Benefits of Yogurt GeneralMills.com/Nutrition
<b>Breeding and Genetics</b>		
<b>Material Issue: Animal welfare</b>		
<b>FP9</b>	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 policy
<b>Animal Husbandry</b>		
<b>Material Issue: Animal welfare</b>		
<b>FP10</b>	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 policy
<b>FP11</b>	Percentage and total of animals raised and/or processed, by species and breed type, per housing type.	Sourcing General Mills does not raise or process animals. For information on our approach to animal welfare, see our policy
<b>FP12</b>	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type.	Sourcing Animal welfare policy
<b>Transportation, Handling, and Slaughter</b>		
<b>Material Issue: Animal welfare</b>		
<b>FP13</b>	Total number of incidents of non-compliance 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.

# UN Global Compact 10 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, page 94
	Equal opportunity, page 98
	Advance socially responsible supply chains, page 66
	Code of Conduct, link on page 88
Principle 2: make sure that they are not complicit in human rights abuses.	Ethics and compliance, page 94
	Advance socially responsible supply chains, page 66
<b>Labor</b>	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Advance socially responsible supply chains, page 66
	Supplier code of conduct, link on page 66
Principle 4: the elimination of all forms of forced and compulsory labor	Advance socially responsible supply chains, page 66
	Supplier code of conduct, link on page 66
Principle 5: the effective abolition of child labor; and	Advance socially responsible supply chains, page 66
	Supplier code of conduct, link on page 66
Principle 6: the elimination of discrimination in respect of employment and occupation.	Ethics and compliance, page 94
	Diversity and inclusion, page 96
	Supplier code of conduct, link on page 66
<b>Environment</b>	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	Environment approach, page 72
	Sourcing approach, page 72
Principle 8: undertake initiatives to promote greater environmental responsibility; and	Environment performance, page 71
	Sourcing performance, page 71
	Ingredient sustainability, page 74
	Sustainability in our operations and beyond, page 75
	Water stewardship, page 63
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Environment performance, page 71
	Sourcing performance, page 71
	Ingredient sustainability, page 74
	Sustainability in our operations and beyond, page 75
	Water stewardship, page 63
<b>Anti-corruption</b>	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Supplier code of conduct, link on page 66
	Code of Conduct, link on page 88