

Stakeholder engagement

At General Mills, we engage with stakeholders to accelerate our progress on social and environmental initiatives. Our approach includes 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, water stewardship and food waste – so collaboration is essential to achieving meaningful progress. We work with

other companies and organizations to shape standards across the consumer packaged goods industry on a range of issues. This helps to elevate 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"> Customer surveys Innovation collaboration Industry partnerships 	We are participating in the Midwest Row Crop Collaborative, a multi-stakeholder engagement facilitated by Field to Market and Walmart, focused on water quality stewardship in critical watersheds across Iowa, Illinois and Nebraska. Learn more.
Consumers	<ul style="list-style-type: none"> Call center Social media (website, Facebook) Focus groups 	We focus on personal interactions with consumers to improve our understanding of their needs today and uncover insights about their future needs. In 2015, our cereal innovation team held face-to-face discussions with more than 3,000 consumers as we researched new ideas related to healthier and more filling cereals.
Employees	<ul style="list-style-type: none"> Employee Climate Survey Discussion forums Internal social media community Employee action groups 	To inform and engage employees on issues relevant to our business, company leaders regularly host Town Hall meetings. Topics have included trends in health and wellness, our purpose and pursuits, and our company’s response to a recent product recall.
Investors	<ul style="list-style-type: none"> Ratings/rankings and indices Input on the Global Responsibility Report 	We discuss our programs, progress and relevant issues with interested shareholders throughout the year. We also respond to key ratings and rankings such as the Dow Jones Sustainability Index (DJSI), FTSE4Good and CDP. Beyond assessing companies, these initiatives also facilitate peer benchmarking and drive ongoing improvement.
Regulators and public policy makers	<ul style="list-style-type: none"> Public policy activities Advocacy Consultation on regulatory matters Participation in coalitions 	General Mills’ Bell Institute of Health and Nutrition (BIHN) submitted public comments on the 2015 U.S. Dietary Guidelines developed jointly by the Department of Health and Human Services and the Department of Agriculture. The BIHN has been instrumental in educating policymakers on the benefits of whole grain and creating a standard international definition of a “whole grain food.”
Communities	<ul style="list-style-type: none"> Food donations Employee volunteers Corporate contributions/philanthropy 	We engage with local communities worldwide through skills-based volunteerism, charitable cash giving and food donations. During fiscal 2015, 76 percent of our employees worldwide volunteered, and General Mills and its Foundation donated over US\$154 million to key initiatives that support communities around the globe. Learn more.
NGOs	<ul style="list-style-type: none"> Collaboration on the ground Survey responses Policy initiatives Co-presentations at conferences 	We engage with nongovernmental organizations that contribute expertise and capabilities related to our global responsibility strategy and programs: CARE (smallholder farmers), Ceres (corporate responsibility reporting), The Humane Society of the United States (animal welfare), The Nature Conservancy (water stewardship), Oxfam America (sustainable supply chain), the U.N. CEO Water Mandate (water stewardship), and the World Wildlife Fund (sourcing).
Industry associations, alliances and roundtables	<ul style="list-style-type: none"> Meeting participation Development and sharing of best practices on key issues 	We are active members in key industry coalitions including AIM-PROGRESS , Bonsucro , Field to Market , FoodDrinkEurope , the Grocery Manufacturers Association , the Roundtable for Sustainable Palm Oil and World Cocoa Foundation .
Suppliers	<ul style="list-style-type: none"> Supplier audits Code of Conduct Supplier surveys Field to Market program 	Through AIM-PROGRESS , a group of major manufacturers and suppliers collaborating to advance responsible sourcing and sustainability, we have developed mutual recognition of supplier audits with other manufacturers, easing the burden of compliance for our suppliers. Learn more.