



trends and industry best practices to update our Ethics and Compliance program.

Training: Using both in-person and online program modules, we train employees extensively on corruption risks and other business concerns, including conflicts of interest, competition law and confidential information protection. More than 14,000 employees worldwide are enrolled in our

online training courses. In addition, we supplement online training with face-to-face anti-corruption training in markets where there is a higher risk of corruption.

Action: All allegations of employee misconduct, including bribery and corruption, are promptly and thoroughly investigated in accordance with our ethics and compliance procedures and corporate

policies. The Audit Committee of our Board of Directors reviews the investigation and resolution of these allegations. Upon completion of the investigation, our Ethics & Compliance group oversees appropriate disciplinary actions (including termination of third-party relationships), remediation steps and internal/external reporting.

Feedback

Employee feedback from our annual Ethical Culture survey, which examines employees' perceptions of our ethical culture and resources, is used to improve our processes and strengthen our culture.

G4-56, 57, 58, SO3, SO4

2B Champion a culture of diversity and inclusion

Take action through hiring practices, employee development and measurement



Impact

21 percent of our U.S.-based employees are people of color.

39 percent of our U.S.-based employees are women.

Goal: Our goal is to build a culture of inclusion that allows us to attract, retain and develop employees from a variety of backgrounds to help drive innovation and growth.

At General Mills, we focus on building an inclusive culture that acknowledges, respects and values diversity – the individuality that gives us unique perspectives – in an environment that supports all employees in being successful. Ensuring diversity of input and perspectives is core to our business strategy.

Culture

We actively cultivate an inclusive environment and respect all dimensions of diversity, including gender, race, sexual

orientation, cultural values, perspectives and beliefs. Our senior leaders reinforce 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 include veterans and LGBT employees.

Actions

Leadership: Our leaders reinforce our culture of inclusion and foster diversity throughout our organization. Their focus includes personal objectives regarding diversity and inclusion. Each of our production facilities also creates and

implements a diversity and inclusion strategic plan. Women now hold 45 percent of management positions and comprise 52 percent of all salaried positions in the U.S. Among the 11 members of our Board of Directors, three are women and two are people of color.

Scorecard: Completed annually, our Diversity and Inclusion Scorecard is embedded in the enterprise-wide People and Organizational review. The process defines meaningful diversity and gender objectives, including specific goals for the officer level. Each senior leader's scorecard includes a personal commitment to building a culture of inclusion that contributes to corporate goals. Evaluations of diversity performance are included in their yearly priorities, which influence

“Diversity plus inclusion equals business value. We connect with our consumers, customers and communities. We reap new ideas and innovation. And we recruit and retain the talent to win now and in the future.”

– Ken Charles, Vice President, Global Inclusion and Staffing

Legacy inspires action

General Mills is a long-time sponsor of the Dr. Martin Luther King, Jr. Holiday Breakfast held in Minneapolis each year. At the 25th annual event in 2015, keynote speaker Vernon Jordan, who has served as a U.S. presidential advisor, attorney and business leader, applauded General Mills for taking a stand on racism and promoting marriage equality. He mentioned the *Cheerios ads featuring a multicultural family* and General Mills' opposition in 2012 to a proposed constitutional amendment that would have prohibited same-sex marriages.



WATCH VIDEO



△ In this video, Donzel Leggett, chair of the 2015 MLK Breakfast committee and General Mills vice president of manufacturing, International, talks about working as part of a coalition with other companies to drive community action inspired by Martin Luther King's legacy.