



GENERAL MILLS

# Global Responsibility 2016



Health & Wellness



Sustainability



Workplace



Community



# Table of contents

1 : Chairman's letter

## 2 : INTRODUCTION

### 12 : HEALTH & WELLNESS

- 13 : Overview
- 14 : Our approach: lead and innovate
- 15 : Our strategies and actions
  - 15 : Provide quality nutrition and wellness
- 25 : Champion global food safety
- 29 : Educate consumers

### 32 : SUSTAINABILITY

- 33 : Overview
- 36 : Our strategies and actions
- 37 : Our approach: assess and transform
  - 37 : Increase sustainability of ingredients
- 55 : Collaborate to improve global water stewardship
- 58 : Advance socially responsible supply chains
- 61 : Improve environmental performance of our operations

### 74 : WORKPLACE

- 75 : Overview
- 76 : Our approach: inspire and win
- 77 : Our strategies and actions
  - 77 : Maintain a safe workplace
- 80 : Build a strong workplace culture
- 85 : Respect, develop and invest in employees

### 90 : COMMUNITY

- 91 : Overview
- 92 : Our approach: connect and lead
- 93 : Our strategies and actions
  - 93 : Increase community food and nutrition security
- 100 : Advance agricultural and environmental sustainability
- 102 : Invest in our hometown communities

### 104 : APPENDIX

- 104 : Environmental data summary
- 105 : Summary of commitments
- 111 : Global Reporting Initiative index
- 124 : United Nations Global Compact index

## To our stakeholders:



Ken Powell  
Chairman, Chief Executive Officer  
General Mills

For 150 years, General Mills has been serving the world by making food people love. Our goal is to continue doing so by treating the world, its resources and people with care. In 2015, we made substantial commitments in support of that goal as we strive to be one of the world's most responsible food companies.

We put people first. Respect for human rights is core to our commitment to conduct business in an ethical manner. In 2015, we launched our Policy on Human Rights, updated our Supplier Code of Conduct and signed the UN Women's Empowerment Principles. Treating all people with respect is a principle that guides our work.

A healthy planet is also critical to our business. We took concrete steps to protect it in 2015 by addressing climate change and water use. From setting science-based targets for reducing greenhouse gas emissions across our value chain to introducing a corporate water policy and signing the CEO Water Mandate, we are committed to protecting our natural resources.

We continue to make progress 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 sourcing work, we are advancing sustainable agriculture,

strengthening responsible practices, and improving the transparency and traceability of food supply chains.

We further expanded our portfolio and continued to improve the healthfulness of our products. We delivered on a 2010 commitment to lower sodium in our top 10 categories that contribute sodium into the diet and reduced sugar in many parts of our portfolio. We also reformulated a number of our products to respond to the preferences of consumers seeking wellness benefits in the food they purchase. For example, we eliminated artificial colors and flavors in our cereals, increased our gluten-free products, and are now the second-largest U.S. producer of gluten-free products and the third-largest U.S. natural and organic food producer.

Through collaboration with businesses, governments and nongovernmental organizations, we work to advance systemic improvements in the areas of health, sustainability and our communities. We collaborate with external partners and are signatories to a number of key global efforts, including the United Nations Global Compact, which we continue to endorse. Our philanthropic work to alleviate hunger and improve nutrition includes food product donations that enabled 20 million meals globally in 2015. We also continued our support of Partners in Food Solutions, a nonprofit organization we founded to

help raise living standards and address chronic food supply issues in Africa.

In this, our 46th year of reporting back to our communities and stakeholders, we provide updates across four key focus areas: Health and Wellness, Sustainability, Workplace and Community. We have focused on providing transparency into the topics that are important to our stakeholders and to our business. We are encouraged by the progress we're making and remain committed to doing even more.

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

Sincerely,

A handwritten signature in black ink that reads "KJ Powell". The signature is written in a cursive, professional style.

G4-1, 15

# INTRODUCTION

## OUR PURPOSE



At General Mills, we serve the world by making food people love. We do this by embracing our five pursuits, which are at the heart of our company.

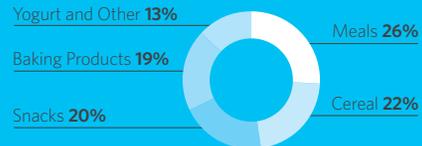
		LEARN MORE
Put people first	Everything we do at General Mills starts and ends with people – our consumers, customers, employees, workers in our supply chain, and those who live in the communities where we operate.	Health & Wellness Sustainability Workplace Community
Build a culture of creating	We collaborate inside and outside our company to create shared value for our consumers and the world.	Health & Wellness Sustainability Workplace Community
Make food with passion	For 150 years, we've been driven by our passion for making delicious, healthy, high-quality food and sharing it with people worldwide.	Health & Wellness Sustainability
Earn people's trust	We will never stop working to earn and maintain the trust of our stakeholders across the value chain, from our suppliers to our consumers.	Full report
Treat the world with care	Our business depends on a healthy planet, so we are committed to treating the world, its resources and people with care.	Sustainability Community

# Company overview

## U.S. Retail

Net sales by operating unit

\$10.5 billion



## International

Net sales by region

\$5.1 billion



## Convenience Stores and Foodservice

Net sales by brand type

\$2.0 billion



## Joint Ventures

Net sales by joint venture\*\*

\$1.1 billion



\*\*Not consolidated, proportionate share

## 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.

### 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
- LÄRABAR
- Lucky Charms
- Muir Glen
- Nature Valley
- Old El Paso
- Pillsbury
- Progresso
- Total
- Totino's/Jeno's
- Wheaties
- Yoplait

### Latin America

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

### Western Europe

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

### China

- Häagen-Dazs
- V. Pearl
- Wanchai Ferry

### India

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

### Australia

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



# Highlights in fiscal 2015

## Sustainability

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**10x20**  
progress on our commitment to **sustainably source** 100 percent of our 10 priority ingredients by 2020.

**#3**  
General Mills is now the third-largest U.S. **natural and organic** food producer.

**\$4 million+**  
invested since 2011 to support **pollinator and biodiversity** efforts.

**70%**  
of **packaging volume improved** since 2009.

**86%**  
of all **solid waste** from our North American operations is **reused or recycled**.

## Health & Wellness

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**1,000+**  
products **nutritionally improved** since we implemented our U.S. Health Metric in 2005.

**100%**  
of General Mills facilities **audited** using globally recognized **food safety** criteria.

## Community

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**\$154 million+**  
given to **charitable causes** in fiscal 2015 – General Mills and its Foundation have given more than \$1.9 billion since 1954 (US\$).

**20 million meals** provided through global food donations in fiscal 2015.

## Workplace

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**9%**  
**reduction** in global **total injury rate** at General Mills production facilities.

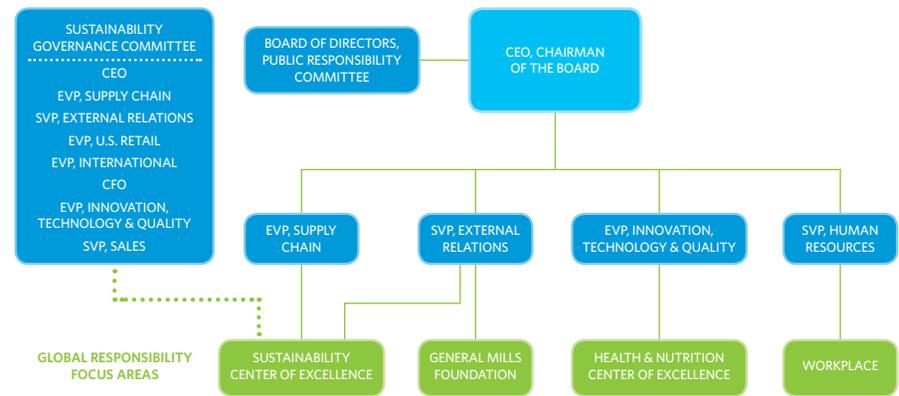
# Oversight

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; John Church, Executive Vice President of Supply Chain; Kim Nelson, Senior Vice President of External Relations and President of the General Mills Foundation; and Jerry Lynch, Chief Sustainability Officer. The team meets regularly and receives input from internal and external experts. During 2015, the main issues addressed included climate change, water stewardship, human rights and responsible sourcing. 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 2015, General Mills collaborated with Hudson Consulting to update the company's materiality assessment, originally conducted in 2013 with Forum for the Future. The update comprised a total of about 50 survey responses from external partners and experts – including nongovernmental organizations, customers, industry

associations and academics – as well as numerous leaders and content experts from across our company. The assessment evaluated the impact each issue has on General Mills as well as the importance to external stakeholders for our company to address each issue. This analysis has helped us confirm, update and frame the most

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

**G4-18, 20, 21**

\*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.

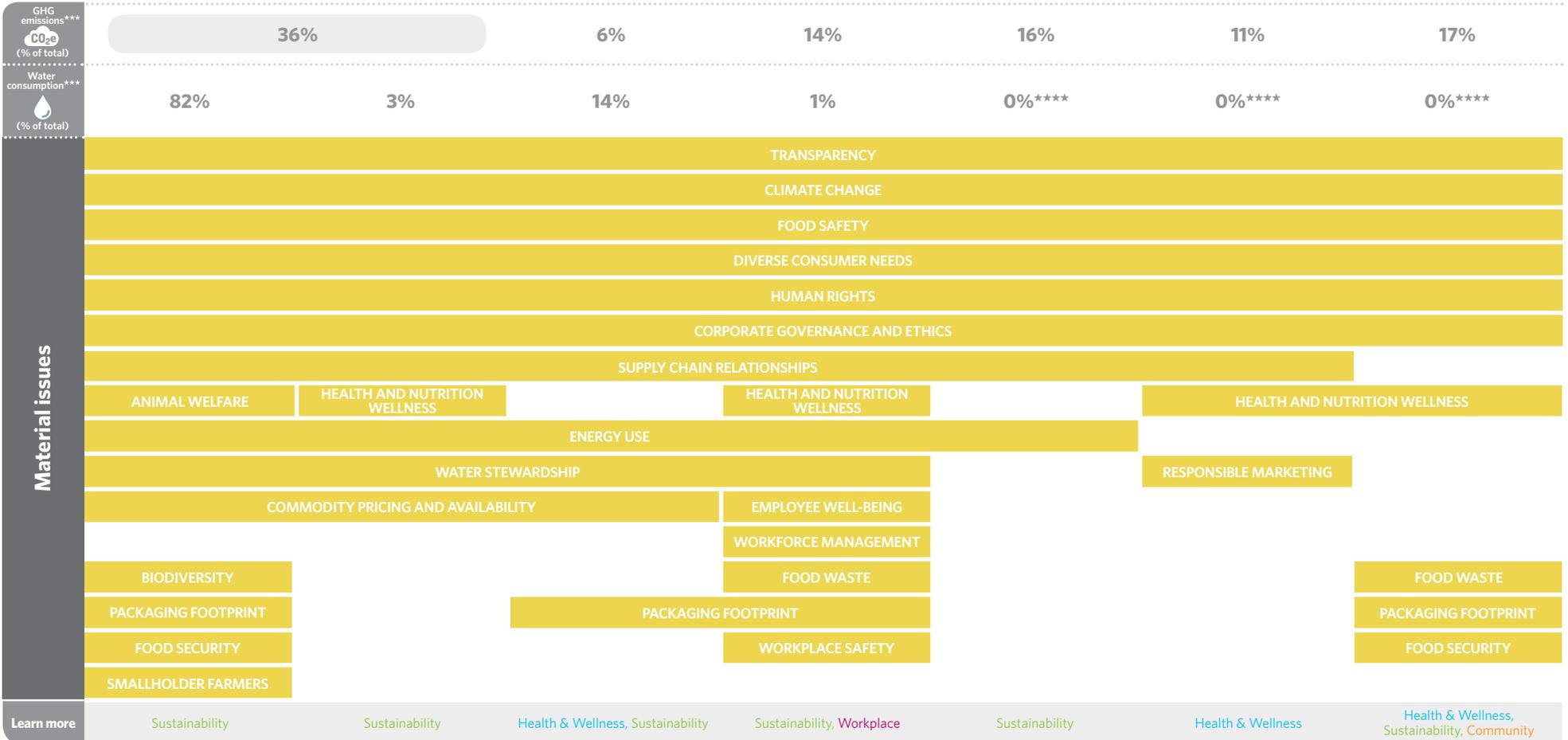
The following table summarizes the issues determined to be most material to our global responsibility strategy. We include information about our approach to and our progress on these issues in the report, as noted. See the [Global Reporting Initiative \(GRI\) index](#) to learn about the relevant GRI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

ISSUE	DESCRIPTION	MORE INFORMATION
<b>Animal welfare</b>	Ensure the ethical treatment of animals raised by suppliers	Sustainability
<b>Biodiversity</b>	Conserve biodiversity through sustainable sourcing practices	Sustainability
<b>Biotechnology</b>	Work to educate the public on use of genetically modified organisms and meet consumer demands for increased information	Introduction, Sustainability
<b>Climate change</b>	Advance strategies to reduce GHG emissions and help mitigate the effects of climate change in agricultural and food production systems	Sustainability
<b>Commodity pricing and availability</b>	Maintain reliable access to key commodities and inputs	Sustainability
<b>Corporate governance and ethics</b>	Operate with integrity and with the highest standards in oversight, ethics and compliance	All sections
<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>Employee well-being</b>	Help employees lead healthier lives through education and support	Workplace
<b>Energy use</b>	Manage energy usage and costs throughout the value chain, including agriculture, production, transportation and distribution	Sustainability
<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	Sustainability, 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</b>	Respect the human rights of all workers	Sustainability, Workplace
<b>Packaging footprint</b>	Reduce the environmental impact of packaging	Sustainability
<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	Sustainability, Community
<b>Supply chain relationships</b>	Build and strengthen supplier partnerships across the value chain	Sustainability, Community
<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	Sustainability
<b>Workforce management</b>	Provide competitive benefits, foster a diverse and inclusive culture, and invest in training and development opportunities	Workplace
<b>Workplace safety</b>	Maintain a safe workplace for our employees, contractors and visitors, with a focus on zero accidents and injuries	Workplace

We plan to periodically update this assessment to ensure it continues to reflect our company and food culture 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](#)



\*Includes packaging-related impacts from across the value chain due to the lack of disaggregated packaging data for each value chain phase.  
 \*\*This is the only phase of the value chain that General Mills controls directly.  
 \*\*\*Greenhouse gas emissions data is 2014. Water consumption data is 2012. Data will be updated as appropriate in the future.  
 \*\*\*\*Water consumption in the Shipping, Selling and Consuming phases was considered to be immaterial; the bulk of water use is in Agriculture.

# Commitments and actions in 2015

During the year, General Mills made substantial commitments and achieved significant progress in numerous areas of global responsibility, underlying our commitment to treat the world with care. Through these efforts and others, we continue to serve the world by making food people love. Several highlights are included below, with links to additional information throughout this report.



## Human rights



Respect for human rights is fundamental to our company and its purpose. It also underpins our commitment to ethical business conduct.

During 2015, we:

- Launched our [Policy on Human Rights](#), which describes our broad approach and commitments in this area. Our supply chain is a primary focus.
- Updated our [Supplier Code of Conduct](#) to address emerging issues and our responsible sourcing requirements.
- Joined the [Supplier Ethical Data Exchange \(SEDEX\)](#) to further improve our understanding of supplier segmentation and the issues we face in this area.
- Signed the [UN Women's Empowerment Principles \(WEP\)](#), to reaffirm our commitment to promoting equal opportunity for women. This aligns with our programs and initiatives worldwide to advance diversity and inclusion within our workplace, our supply chain and our communities.

Learn more about our commitments and activities to [respect human rights in our supply chains](#).



## Climate change



Climate change is one of the most pressing environmental issues throughout our value chain. We are collaborating across our company, value chain and entire industries to help tackle this global challenge.

During 2015:

- We set a goal to reduce absolute GHG emissions across our full value chain by 28 percent over the next 10 years (compared to 2010). Our long-term aspiration is to achieve sustainable emission levels in line with scientific consensus by 2050.
- We joined the [We Mean Business](#) coalition to urge governments worldwide to take meaningful action at COP21.
- Our Chairman and CEO Ken Powell joined CEOs of nine other global food companies to release a [joint letter](#) on the role of climate change in the food industry.

[Learn more](#) about our commitments, carbon footprint, and how we are driving progress in this area.



## Water stewardship



As a global food company, water is critical to our business. We collaborate with others to protect water quality and supply that benefit our growers, communities and the environment.

During 2015, we:

- Released the [General Mills Water Policy](#), which guides the company as it engages with stakeholders to improve the health of watersheds critical to General Mills' business.
- Progressed five of our eight priority watersheds from Phase 2 to Phase 3 (analysis and action planning to collaboration) in our four-phase transformation process to sustainable water use.
- Joined [Connect the Drops](#), a cross-sector campaign established by [Ceres](#) that promotes forward-looking water policies, practices and investments in California.
- Signed [The CEO Water Mandate](#), a public-private UN initiative to encourage companies to develop, implement and disclose water sustainability policies and practices.

Learn more about our approach to sustainable water use throughout our [supply chain](#) and how we work to reduce water consumption in our [operations](#).



## Animal welfare



Our customers worldwide care about the animals used in the production of General Mills products. We share this concern and are committed to continually advancing the humane treatment of animals in agriculture across our supply chain.

During 2015, we made significant updates to our [Animal Welfare Policy](#). Key enhancements include:

- Expanding our commitment to provide the "five freedoms"\* beyond dairy cows to all animals across our supply chain.
- Building on our current sourcing of free-range eggs for all [Häagen-Dazs](#) ice cream in Europe, we are working toward procuring 100 percent cage-free eggs for our U.S. operations by 2025.
- Working to better understand and address other animal welfare issues such as pain relief during castration and tail docking in pork production, as well as fast growth-related complications for broiler chickens and turkeys.

During the coming years, we will collaborate closely with suppliers to deliver on these commitments. [Learn more](#).

\*The "five freedoms" include freedom from hunger; freedom from thirst and malnutrition; freedom from discomfort; freedom from pain, injury and disease; freedom from fear and distress; and freedom to engage in normal patterns of animal behavior.

# 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"> <li>Customer surveys</li> <li>Innovation collaboration</li> <li>Industry partnerships</li> </ul>	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. <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 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"> <li>Employee Climate Survey</li> <li>Discussion forums</li> <li>Internal social media community</li> <li>Employee action groups</li> </ul>	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"> <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. 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"> <li>Public policy activities</li> <li>Advocacy</li> <li>Consultation on regulatory matters</li> <li>Participation in coalitions</li> </ul>	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"> <li>Food donations</li> <li>Employee volunteers</li> <li>Corporate contributions/philanthropy</li> </ul>	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. <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 nongovernmental organizations that contribute expertise and capabilities related to our global responsibility strategy and programs: <a href="#">CARE</a> (smallholder farmers), <a href="#">Ceres</a> (corporate responsibility reporting), <a href="#">The Humane Society of the United States</a> (animal welfare), <a href="#">The Nature Conservancy</a> (water stewardship), <a href="#">Oxfam America</a> (sustainable supply chain), the <a href="#">U.N. CEO Water Mandate</a> (water stewardship), and the <a href="#">World Wildlife Fund</a> (sourcing).
Industry associations, alliances and roundtables	<ul style="list-style-type: none"> <li>Meeting participation</li> <li>Development and sharing of best practices on key issues</li> </ul>	We are active members in key industry coalitions including <a href="#">AIM-PROGRESS</a> , <a href="#">Bonsucro</a> , <a href="#">Field to Market</a> , <a href="#">FoodDrinkEurope</a> , the <a href="#">Grocery Manufacturers Association</a> , the <a href="#">Roundtable for Sustainable Palm Oil</a> and <a href="#">World Cocoa Foundation</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>	Through <a href="#">AIM-PROGRESS</a> , 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. <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 2015, General Mills deepened its engagement with the [Business for Innovative Climate & Energy Policy](#) coalition by supporting state climate and energy policies in California, Michigan, New York and Ohio.

- **Packaging:** General Mills promotes policies to effectively and efficiently increase packaging recycling rates and reduce waste. 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. In 2015, AMERIPEN engaged in packaging policy discussions in states including California, Maine and Minnesota.

- **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.

- **Food labeling and GMOs:** We believe that food labeling standards should be set at the national level, to avoid a patchwork of U.S. state labeling rules. General Mills actively engages in public policy discussions on this issue. [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 2015, we made US\$9,100 in direct political contributions. For more

details and historical information, see our 2005–2015 [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, including:

- International organizations such as [FoodDrinkEurope](#) and [International Food & Beverage Alliance](#)
- U.S. public policy-focused organizations, such as the [Grocery Manufacturers Association](#) and the [Business Roundtable](#)
- 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 payments, to any tax-exempt organizations in the United States that write and endorse model legislation.

**Accountability:** In 2015, the Center for Political Accountability rated General Mills in the top five of the [CPAZicklin Index of Corporate Political Disclosure and Accountability](#). This ranking, which includes all companies in the Standard & Poor's 500 index, improved on our performance in 2014, and once again we ranked first in the consumer staples sector. Recent enhancements in disclosure included moving to semi-annual reporting and affirming compliance with company policies.

**G4-15, 16**

## Top 5

In 2015, the Center for Political Accountability rated General Mills in the top five of the CPAZicklin Index of Corporate Political Disclosure and Accountability.

# Transparency and disclosure in reporting

Communicating openly about our social and environmental commitments, programs, performance, challenges and targets 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 again 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 [Sustainability](#) 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 80 in 2014 to 91 in 2015

(performance band C). See our [past submissions](#). We also participate in other disclosures, such as the Dow Jones Sustainability Indices, FTSE4Good, Newsweek's Green Rankings (#48 of 500 largest publicly-traded U.S. companies by market capitalization) and the Global 100 Index of most sustainable corporations (#69 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 the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines and the United Nations (UN) Global Compact. See the external reporting standards content below for more details.

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## About this report

### Report scope

This report describes our commitments, programs, performance, challenges and targets across a broad range of global responsibility issues. The scope covers the company's global operations and fiscal year, except where noted otherwise. This includes our *Green Giant* and *Le Sueur* brands, which during early fiscal 2016 General Mills announced it will sell to B&G Foods.

### 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 and disclosure – to provide input on our annual Global Responsibility Report. This year, nine stakeholders, including investors, NGO representatives, corporate executives 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

Similar to last 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 endorsed the principles of the UN Global Compact in 2008 and reaffirms that commitment annually. 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**



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



## OUR STRATEGIES

**OUR GOAL** is to provide people with convenient, nutritious food that - when combined with exercise and activity - can help them live healthier lives. We are committed to making food with a passion and putting people first by improving the variety, health profile and safety of our products.

**1 PROVIDE** quality nutrition and wellness

**2 CHAMPION** global food safety

**3 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 daily imperative – ranging from hunger and malnutrition to obesity. We believe proper nutrition is essential for overall health and wellness.

## Performance dashboard (fiscal 2015)

 <p><b>Whole grain</b></p>	<p><b>247 billion</b> grams – more than 15 billion 16-gram servings – shipped by U.S. retail operations and 163.7 billion grams produced by Cereal Partners Worldwide, our joint venture with Nestlé.</p>	 <p><b>Gluten-free</b></p>	<p><b>980+</b> gluten-free products offered in the U.S.; second-largest U.S. producer of gluten-free products.*</p>
 <p><b>Vegetables</b></p>	<p><b>1.8 billion</b> 1/2-cup servings shipped by U.S. retail operations.</p>	 <p><b>Organic</b></p>	<p><b>262</b> retail products offered in the U.S. and Canada; third-largest U.S. natural and organic food producer.**</p>
 <p><b>Dairy</b></p>	<p><b>3+ billion</b> 6-ounce low-fat and nonfat dairy servings shipped by U.S. retail operations; <b>21,300+</b> servings of Yoplait® eaten every minute around the world.</p>	 <p><b>Protein</b></p>	<p><b>225</b> U.S. retail products offered with at least 10 percent daily value of protein per serving.</p>
 <p><b>Fiber</b></p>	<p><b>51+ billion</b> grams shipped by U.S. retail operations.</p>	 <p><b>Non-artificial ingredients</b></p>	<p><b>100 percent</b> of <i>Nature Valley</i> Granola Bars have no artificial flavors, sweeteners or colors from artificial sources.</p>
 <p><b>Calories</b></p>	<p><b>1,000+</b> U.S. retail products with 150 calories or less per serving; 550+ U.S. retail products with 100 calories or less per serving.</p>	<p><b>100 percent</b> of Yoplait® Original yogurt is made with no artificial sweeteners or colors from artificial sources.</p> <p><b>77 percent</b>*** of the Big G cereal portfolio contains no artificial flavors or colors from artificial sources.</p>	<p><b>100 percent</b> of <i>Mott's</i> and <i>Equity</i> Fruit Snacks have no artificial flavors or colors from artificial sources.</p> <p><b>100 percent</b> of <i>Betty Crocker</i> Cookie Mixes have no artificial flavors or preservatives, or colors from artificial sources.</p>

\*Nielsen, total of U.S. – all channels, 52 weeks ending Dec. 26, 2015.

\*\*Based on SPINS NPI (Natural Products Industry) food products in combined channels, 52 weeks ending June 4, 2015 (food only, excludes beverages).

\*\*\*See commitment to reach 100 percent detailed on page 23.



# Our approach: lead & innovate

## Our focus on health and nutrition drives business growth

**Investment in research:** We invest in research and development (R&D) to continuously improve the health profiles of our products. Since 2004, we have increased R&D spending on health and wellness by 84 percent. Our nutrition science research helps us better understand the relationship among food, health and wellness as we enhance our product portfolio.

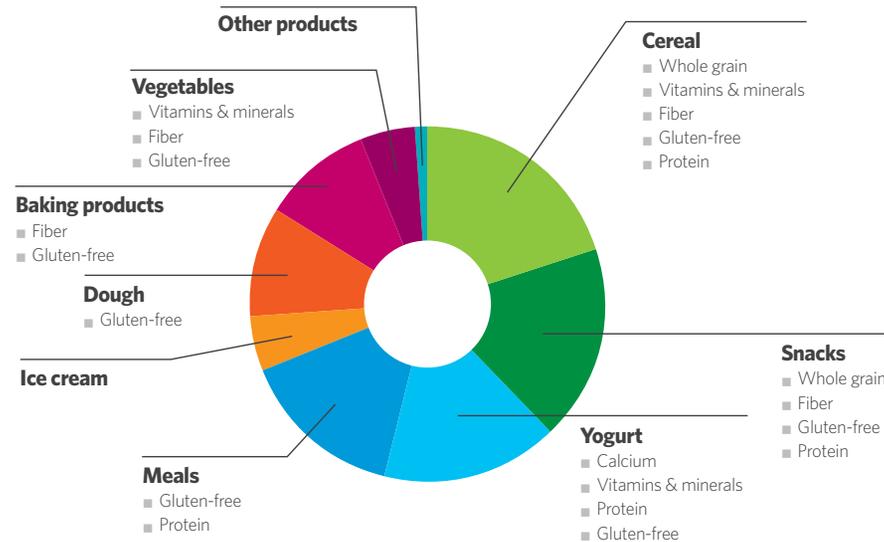
### Investment in new businesses:

Consumers are at the center of everything we do. General Mills is focused on expanding our portfolio to meet diverse consumer needs and make healthy food more accessible. We've been reshaping our business through acquisitions, divestitures and expansion of our existing brands into new geographies.

In the U.S., over the past 15 years we've been focused on meeting changing consumer food values with our natural and organic portfolio. In 2000, we acquired Small Planet Foods, which included *Cascadian Farm* and *Muir Glen* brands. Since then, we've added to our portfolio with *LÄRABAR* nutrition bars, *Immaculate* baking products, *Food Should Taste Good* snacks, *Mountain High* and *Liberté* yogurt, and most recently, *Annie's* and *EPIC Provisions* meat snacks. (For more information, see the related story in the [Sustainability](#) section.)

We've also grown our International businesses by expanding our presence in emerging markets and through strategic

## Benefits across our global product portfolio



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

acquisitions, such as Yoki – and more recently – Carolina, a yogurt company – in Brazil. In the summer of 2015, we launched *Yoplait*®\* yogurt to China.



◁ Our yogurt offerings in China include a thick and creamy French-style yogurt, a fruit-on-the-bottom variety and a drinkable yogurt containing fresh fruit.

**Safety and quality:** We are committed to the highest standards in food safety and quality. We integrate food safety into all our processes, beginning with

R&D and extending across our supply chain. From global food safety systems to partnerships with suppliers around the world, leading with safety is a key operating principle that guides our work.

We use only quality ingredients, which contribute to good tasting, nutritious food. Taste and quality are key drivers of consumer food consumption. We continue to enhance the nutritional profile of our ingredients and are committed to sustainably sourcing our 10 priority raw materials by 2020. (Learn more in the [Sustainability](#) section.)

### 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 key 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 twice a year to provide input. Members provide 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.

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



## OUR STRATEGIES AND ACTIONS

### 1 Provide quality nutrition and wellness

- A** Deliver nutrition to millions of people around the world
- B** Provide products that match diverse consumer food values

### 2 Champion global food safety

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

### 3 Educate consumers

- A** Provide accurate product nutrition information
- B** Support responsible marketing

# 1 Provide quality nutrition and wellness

## 1A Deliver nutrition to millions of people around the world

Provide healthier products and advance nutrition leadership

### Global Bell Institute of Health and Nutrition

**Approach:** The global Bell Institute of Health and Nutrition is General Mills' source for health, wellness and nutrition expertise. Our goal is to create value for General Mills by championing health innovation and advancing nutrition leadership. We believe food should make us better, so we work hard to make food people love, while improving the nutrition of our products.

**Expertise:** The Bell Institute was built on a foundation of scientific integrity and has maintained a commitment to

nutrition science since its inception. It is composed of doctorate and master-level scientists and registered dietitians from varied backgrounds, including nutrition science, public health, food science and microbiology.

**Impact:** The Bell Institute influences General Mills' product development by advancing nutrition science research and providing insights about regional and global regulatory issues affecting the food industry. Along with expertise in scientific research and regulatory affairs, the Bell Institute provides health communications for the benefit of our customers, consumers and nutrition communities.



#### Global scientific research

- Contributes to the advancement of scientific understanding on a variety of health topics
- Inspires nutrition science-based product renovation and innovation

#### Global scientific & regulatory affairs

- Leads efforts to encourage multi-stakeholder dialogue on important nutrition and labeling topics
- Advances interaction on key health topics

#### Global health & wellness communications

- Translates nutrition science and regulatory topics into compelling communications for health leaders and influencers
- Builds relationships with health influencers as part of General Mills nutrition leadership



## Expanding communication with health influencers

In October 2015, the global Bell Institute of Health and Nutrition launched [www.bellinstitute.com](http://www.bellinstitute.com), a resource for health and wellness influencers around the world, including government officials, fitness professionals, medical doctors, health bloggers, dietitians, chefs, nurses and others. The website provides shareable and customizable handouts, educational

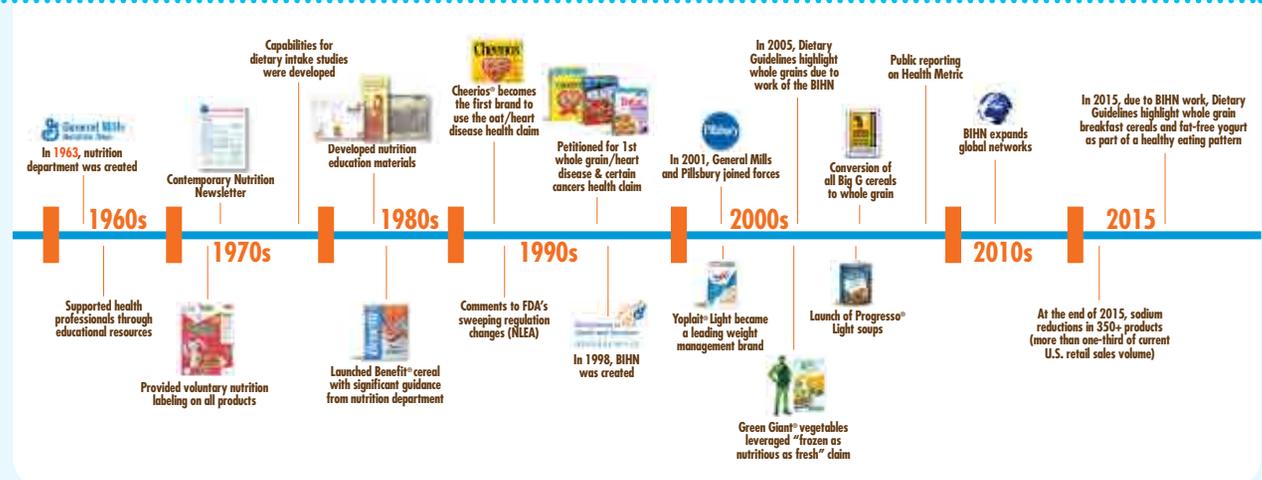
videos and nutrition research. All content is grounded in science and covers health and wellness topics ranging from the benefits of eating breakfast to top trends in nutrition. Currently, the material is tailored for four regions – Canada, France, the U.S. and U.K. – with plans to customize content for other geographies in the future.

“More and more communication occurs through digital and social media. As a leader in health and wellness, we need to ensure health leaders and influencers around the world have access to scientifically sound nutrition information they can easily share.” – Maha Tahiri, Ph.D., Vice President, General Mills Chief Health and Wellness Officer and leader of the Bell Institute of Health and Nutrition

## Commitment to nutrition for more than 50 years

The nutrition department within General Mills was first established in 1963 to help the company strengthen its health and nutrition expertise. In 1998, the department became the Bell Institute of Health and Nutrition – named after James Ford Bell, a lifelong scientist and former General Mills president and chairman – to continue to advance nutrition excellence and capabilities for General Mills.

Bell's innovative spirit led to the formation of General Mills in 1928. He initiated expansion of the company's products beyond flour and *Wheaties* cereal by developing new offerings, including *Cheerios* and *Kix* cereals. Bell's laboratories studied vitamins and introduced a process for producing vitamin D to help increase the nutrient density of General Mills' products. Bell dedicated his life to science, conservation and philanthropy. We strive to carry on his spirit through our work.



“We must follow where the research leads.” – James Ford Bell, General Mills CEO 1929-1948



## Health improvements over the past decade

General Mills began the journey toward improving the health and nutrition of our products in 2005 with the implementation of our U.S. Health Metric. The Health Metric measures improvements to our existing U.S. products and encourages development of new U.S. products with strong nutrition profiles. Within the past several years, we have expanded our efforts globally. Since 2005 we have:

### Increased beneficial nutrients (2005-2015)

**↑ Increased whole grain consumption** by introducing more than 200 products that provide at least 8 grams of whole grain per serving while also reformulating more than 50 products to increase whole grain by at least 10 percent.



◁ In fiscal 2015, we introduced whole grain-containing *Nature Valley Granola Bars* and *Soft Baked Oatmeal Squares* in Mexico. We also introduced *Old El Paso Mini Wholegrain Tortillas* in Australia with 11 grams of whole grain per serving.

**↑ Increased dietary fiber intake** by introducing more than 200 products that provide at least 10 percent daily value of dietary fiber per serving and by increasing dietary fiber in at least 50 more products. *Fiber One* brownies, cookies, bars and cereals all provide at least 5 grams of dietary fiber per serving.



◁ In fiscal 2015, we introduced *Nature Valley 90-calorie popcorn bars* in the UK that are high in fiber in addition to providing a calorie-controlled snack option.

**↑ Provided key vitamins and minerals** through the introduction of more than 400 products that are sources of key vitamins and/or minerals. Our yogurt products are important sources of calcium and often of vitamins A and D. Many of our cereals are fortified with critical vitamins and minerals, such as B-vitamins, calcium and iron.



◁ In fiscal 2015, we introduced *Edge* cereal in Canada, a source of eight essential vitamins and minerals.

### Reduced nutrients to limit (2005-2015)

**↓ Reduced sodium** by more than 10 percent in more than 400 products and introduced a number of lower-sodium products, such as *Heart Healthy Progresso* soups.



△ In fiscal 2015, we reduced sodium in select *Old El Paso* products in South Africa, Europe, Australia, Canada and the United States.



△ We reduced sodium in 30 varieties of our *Helper* products, in part, by enhancing flavors and spices, such as garlic, onion, tomato and herbs.

**↓ Reduced sugar** by at least 10 percent in more than 250 products and also introduced lower-sugar products, such as *Cascadian Farm Graham Crunch* cereal with 8 grams of sugar per serving. Nearly 69 percent of Big G cereals have 9 grams of sugar or less per serving.



△ In the U.S., General Mills offers 38 cereals with single-digit sugar levels (9 grams of sugar or less per labeled serving), including *Cheerios* with 1 gram of sugar and *Kix*, *Corn Chex* and *Fiber One 80 Calorie Honey Squares Chocolate* with 3 grams of sugar.

**↓ Reduced trans fat** to 0 grams labeled per serving in more than 300 products.



◁ In fiscal 2015, trans fat was reduced to 0 grams per labeled serving in *Betty Crocker Bisquick* sold in Canada and the U.S.

For a full list of commitments and progress, refer to the [Appendix](#).

## Sugar profile of Big G children's cereals

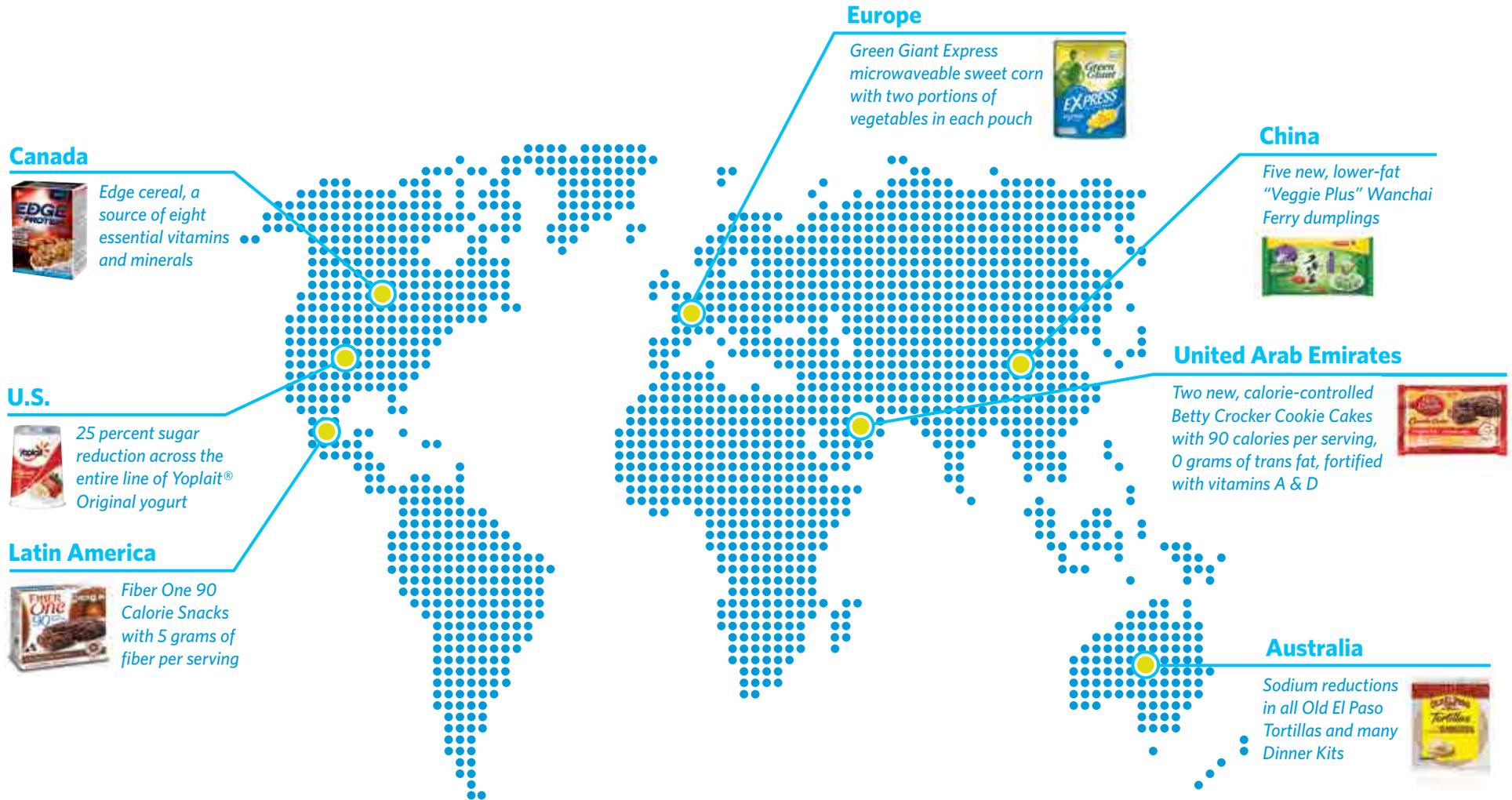


◁ 100 percent of Big G kids' cereals have 10 grams of sugar or less, including these varieties.



## Improvements in health profiles of existing products and introduction of nutritious new products

Featured here is a sampling of the products we introduced or reformulated in fiscal 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 popular with kids and teens in more than 130 markets by boosting the amount of whole grain, increasing calcium, and reducing sugar and sodium in its recipes. CPW

has made significant progress against this commitment, with 85 percent of net sales of kids and teens brands worldwide achieving the commitment criteria in 2015.



# U.S. Health Metric

Since 2005, more than 1,000 of our U.S. retail products have met Health Metric criteria. Our efforts have included:



### 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

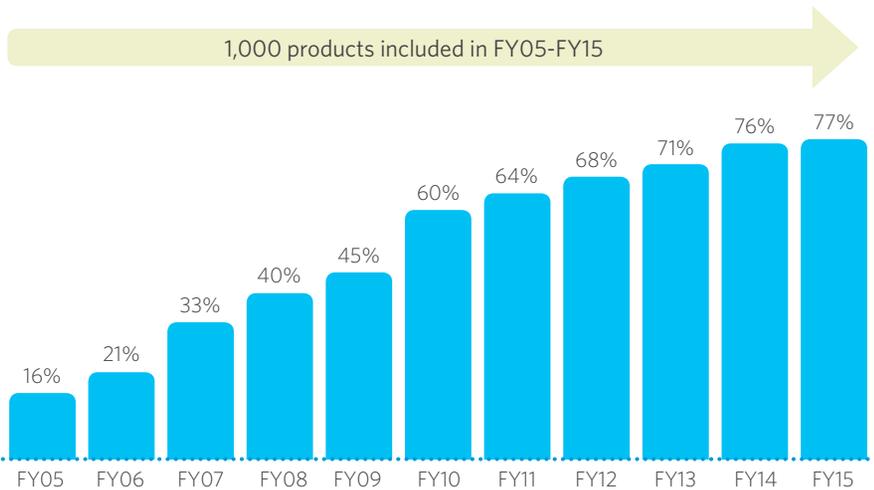


### Formulating/reformulating

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)

## U.S. retail Health Metric cumulative achievement

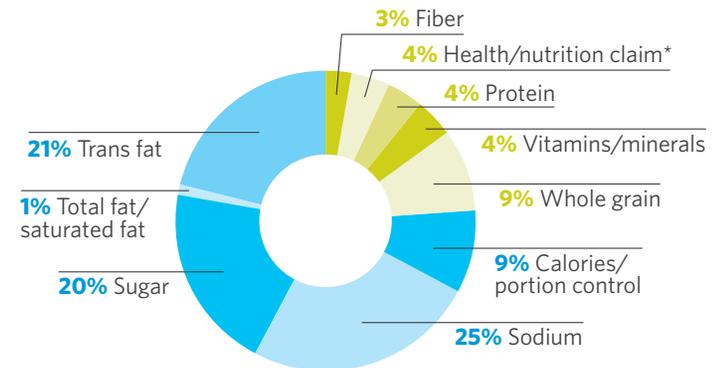
FY05-FY15



\*On a cumulative basis: products that have been included more than once are counted only one time.

## Drivers of nutritional improvements

U.S. retail products FY05-FY15



Decreasing nutrients of concern: 77%

Increasing positive nutrients: 23%

\*Health/nutrition claim includes gluten-free and heart health claims.

G4-PR1, FP6, FP7



## Reducing sodium across our U.S. retail portfolio

In 2010, we accelerated our sodium reduction efforts by pledging to reduce sodium 20 percent in 10 key U.S. retail product categories by 2015. As of the end of 2015, we met or exceeded our goal in seven of these 10 categories and made significant progress in the other three. This industry-leading effort includes sodium

reductions in more than 350 products – more than one-third of our current U.S. retail sales volume. Our approach to sodium reduction involved incremental steps over several years to introduce changes gradually, giving people time to adapt their palates to the lower sodium levels. Product developers reduced

sodium in many recipes by adding additional spices to ensure the flavor remains vibrant. In some cases we adjusted the placement of the sodium, such as moving it to the food's surface so it's more readily tasted. These changes allowed us to maintain the great taste consumers expect while reducing sodium intake. Learn more.

“If you’re trying to reduce the sodium your family eats this year, packaged food giant General Mills has got your back! The company has announced meeting a 20 percent sodium reduction goal in seven out of ten food categories. Because about 77 percent of the sodium Americans eat comes from packaged, prepared and restaurant foods, reaching more moderate levels of sodium in these foods will be a big help. And this example shows us that sodium reduction is possible in many types of foods. We are excited about these achievements, but more is needed to make an impact on public health. It’s time for other companies to commit to more moderate levels of sodium in the foods they offer.”

- American Heart Association





## The power of oats

Oats are at the core of General Mills' business. Our company has brought the power of oats to consumers since 1941, when we introduced Cheerioats – the first ready-to-eat cereal made from oats.



We believe in the goodness of oats. They are nutrient-dense, affordable, naturally gluten-free and come in convenient forms. Oats are unique in many ways:



◁ Whole grain oats is the first ingredient in *Cheerios*, which contain 23 grams of oats per serving.

- Oats have unique nutritional properties: They have the highest concentrations of protein among common varieties of whole grains, more soluble fiber than most other whole grains, are a top source of the soluble fiber, beta-glucan, and contain unique antioxidants.
- Oats naturally taste good and, when roasted, develop a nutty oat flavor.
- Oats are a sustainable crop – oats are a hardy grain that require little water to grow. (Learn more about General Mills efforts to support the sustainability of oats in the Sustainability section of this report.)

**Approach:** We use only the best oats in our products. We select oats high in

beta-glucan and other vital nutrients. Then we use traditional milling and cooking techniques to preserve the inherent goodness of oats: We cook, form and toast oats for cereal, and we bake rolled oats for granola bars.

**Health benefits:** Oats deliver a variety of health benefits, including:

- **Heart health** – Whole grain oats contain beta-glucan, a soluble fiber that can help lower cholesterol as part of a heart healthy diet. Diets rich in whole grain foods and other plant foods and low in total fat, saturated fat, and cholesterol may help reduce the risk of heart disease and certain cancers.
- **Energy** – Whole grain oats provide energy.
- **Fiber** – Oats contain more soluble fiber than most other grains. In addition to the role of the soluble fiber, beta glucan, in heart health, some research shows beta-glucan may play a role in slowing digestion rates.



△ Our wide product portfolio makes the inherent goodness of oats readily available.

- **Glucose reduction** – Emerging research shows oats also may be beneficial for



△ General Mills scientists helped write “Oats – From Farm to Fork” – an in-depth look at the science behind oats and their many benefits.

controlling blood glucose; in Europe, a health claim has been approved that states consumption of beta-glucans from oats contributes to the reduction of the glucose rise after a meal.

**Research:** The Bell Institute of Health and Nutrition contributes to advances in food nutrition research related to oats. General Mills R&D scientists helped write a chapter about oats in a textbook, *Advances in Food & Nutrition Research/Academic Press, Volume 77*, with an anticipated publication of August 2016. This resource documents the agricultural sustainability, nutritional value and health benefits of oats – including the established connection between oat beta-glucan fiber in reducing the risk of cardiovascular disease and the potential for controlling glycemia and improving the gut microbiome. General Mills also

supports research efforts to improve the nutritional quality of oats. (Read more in the Sustainability section of this report.)



In fiscal 2015, 25 percent of our U.S. retail sales volume comprised products containing whole grain oats.



## Our commitment to yogurt

Yogurt provides key vitamins and nutrients – including protein and calcium – that contribute to good health. In 2015, we revised the recipe for our *Yoplait*® Original yogurt to reduce sugar and calories and increase protein while preserving taste, helping meet consumer demand:

- **Less sugar:** We reduced sugar by 25 percent in each serving of *Yoplait*® Original, decreasing the amount of sugar from 26 grams to 18 grams.
- **Fewer calories:** As we reduced sugar, we also reduced calories from 170 to 150 per serving.
- **Protein:** We now are using more dairy in the recipe, which helps maintain a smooth and creamy texture while increasing the protein in a 6-ounce cup from 5 to 6 grams.



◁ *Yoplait*® Original contains 20 percent of the daily value of calcium and vitamin D in each cup.

**Approach:** We invested three years and harnessed the knowledge of more than 70 employees on our journey to revise the *Yoplait*® Original recipe. Finding the right balance wasn't easy. Reducing the sugar while keeping the great taste required more than a hundred recipe variations. With sugar already occurring naturally in milk and fruit, we tweaked the recipe by increasing the amount of dairy in each cup, reducing sugar and balancing the natural flavors. We hosted a series of taste tests with thousands of consumers and further refined the recipe to get the taste and texture just right.

**Benefits:** The vitamins and nutrients in yogurt – especially calcium and vitamin D – contribute to health in many ways, particularly when it comes to bone health. The vitamin D and calcium in yogurt help build and maintain strong bones and teeth. Calcium is critical to help kids' bones grow strong and stay strong. Vitamin D helps aid in calcium absorption.

**Sugar reduction:** Since 2007, General Mills has reduced sugar in three other yogurts – *Yoplait*® Go-Gurt, *Yoplait*® Trix and *Yoplait*® Kids – by nearly 25 percent.



△ We continue to reduce the amount of sugar in many of our yogurts.

## Yoplait® path to goodness



**2009**

We began sourcing only milk from cows not treated with artificial growth hormones.



**2012**

We removed high-fructose corn syrup from our yogurts.



**2014**

We removed Aspartame from *Yoplait*® Light.



**2015**

We reduced sugar by 25 percent in each serving of *Yoplait*® Original.



“There is room for Americans to include limited amounts of added sugars in their eating patterns, including to improve the palatability of some nutrient-dense foods, such as fruits and vegetables that are naturally tart (e.g., cranberries and rhubarb). Healthy eating patterns can accommodate other nutrient-dense foods with small amounts of added sugars, such as whole-grain breakfast cereals or fat-free yogurt, as long as calories from added sugars do not exceed 10 percent per day, total carbohydrate intake remains within the acceptable macronutrient distribution range, and total calorie intake remains within limits.”

– U.S. Department of Health and Human Services and U.S. Department of Agriculture. 2015 – 2020 Dietary Guidelines for Americans. 8th Edition. December 2015.



# 1B Provide products that match diverse consumer food values

Meet evolving consumer needs and preferences

**★ Impact**

**Non-artificial ingredients:**

- **100 percent of U.S. retail Nature Valley Granola Bars, Betty Crocker Cookie Mixes, Mott's and Equity Fruit Snacks have no artificial flavors or colors from artificial sources.**
- **100 percent of U.S. retail Nature Valley Granola Bars and Yoplait® Original yogurt contain no artificial sweeteners.**
- **77 percent of the U.S. retail Big G cereal portfolio contains no artificial flavors or colors from artificial sources.**

**Gluten-free: 980+ U.S. retail products are gluten-free.**

**Protein-rich: 225 U.S. retail products have at least 10 percent daily value of protein per serving.**

**Organic: 262 retail products are offered in the U.S. and Canada.**

**Lower calories: 1,000+ U.S. retail products have 150 calories or less per serving; 550+ U.S. retail products have 100 calories or less per serving.**

General Mills puts consumers first as we work to offer a broad range of products to meet diverse consumer needs and preferences. We work to understand how people shop and cook, and respond quickly to changing practices. 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.

effort to avoid artificial flavors and colors from artificial sources. We are responding to this preference. Many of our brands have made commitments to remove artificial flavors and colors from foods, including the



## Non-artificial ingredients

According to a recent Nielsen survey\*, 49 percent of U.S. households are making an

△ We offer a variety of products that don't rely on artificial ingredients to add color or flavor.

\*Based on an online survey conducted by Nielsen on behalf of General Mills from Aug. 18 - Sept. 8, 2014, among a national sample of 31,375 Nielsen Homescan Panel households.

## Our commitment to remove artificial flavors and colors

Today, 77 percent of General Mills U.S. retail cereals, including *Cinnamon Toast Crunch* and original *Cheerios*, are made without artificial flavors and colors from artificial sources. In June 2015, we committed to removing artificial flavors and colors from artificial sources from the rest of our cereals by the end of 2017 in response to consumers'

changing preferences. According to a survey conducted by Nielsen on behalf of General Mills, 49 percent of households are making an effort to avoid artificial flavors and colors from artificial sources.

General Mills cereals will meet our commitment using more recognizable, familiar ingredients to create the colors

and flavors in our cereals. For example, *Trix* cereals will use ingredients such as fruit, vegetable juices and spice extracts – including turmeric and annatto – to achieve the distinctive red, yellow, orange and purple colors.



△ We are committed to keeping the magically delicious taste of our cereals while replacing artificial flavors and colors from artificial sources with more familiar ingredients.

“As consumer food values continue to change, General Mills is committed to changing with them and giving consumers what they want in their cereal today.” - Jim Murphy, President, Big G Cereal division



following products that already have met or made significant progress toward this goal:

- **Big G cereals:** 77 percent of Big G U.S. retail cereals contain no artificial flavors or colors from artificial sources. By the end of 2016, 90 percent of the portfolio will be free of artificial flavors and colors from artificial sources, and we are committed to achieving 100 percent by the end of 2017.
- **Yoplait®** Original yogurt is made with no sweeteners or colors from artificial sources.
- **Nature Valley** Granola Bars have no artificial colors, flavors or sweeteners.
- **Betty Crocker** Cookie Mixes have no artificial flavors or preservatives, or colors from artificial sources.
- **Mott's and Equity** Fruit Snacks have no artificial flavors or colors from artificial sources.

## Gluten-free

Many consumers are trying to cut back on the amount of gluten in their diets. For consumers with a sensitivity to gluten – including the 3 million Americans with



△ A few of the more than 980 gluten-free products from General Mills.

celiac disease who must avoid gluten – finding affordable, gluten-free foods that taste good can be a challenge. General Mills has responded by expanding our leadership in gluten-free products. We now offer more than 980 gluten-free products across our portfolio, including baking, brownie, cake and cookie mixes, frostings, refrigerated baked goods, cereal, flour, granola, oatmeal, pasta, soups, snacks, vegetables and yogurt.

## Protein-rich

More than 50 percent of U.S. consumers want more protein in their diets.\* General Mills offers 225 protein-rich foods across a variety of product segments, including cereals, snacks and yogurt.



△ Two of our 225 protein-rich products.

## Natural and organic

U.S. industry sales for natural and organic foods have been growing at a double-digit pace over the past three years. General



△ General Mills offers an increasing variety of natural and organic products.

Mills has set a goal of growing our natural and organic food business to US\$1 billion in sales by 2019, nearly double its current size. We currently offer a mix of certified organic cereals, yogurt, vegetables, fruit products, snacks, meals and baking products. (Learn more about how we are building our natural and organic capacity, including expanding the supply of organic ingredients, in the [Sustainability](#) section of this report.)



△ Consumers increasingly seek products with simpler ingredient lists. Many of our LARABAR products contain 10 ingredients or less.

## Reduced calories

We continually look for ways to reduce calories in our products, and we offer a variety of low-calorie foods that help consumers manage their caloric intake. Maintaining a healthy weight can help manage certain risk factors associated with chronic conditions, such as heart disease, type 2 diabetes and cancer. In fiscal 2015, 36 percent of our U.S. retail product portfolio contained 100 calories or less per serving and 64 percent contained 150 calories or less per serving.



△ We offer many low-calorie foods, including more than 1,000 products containing 150 calories or less per serving.

G4-PR1, FP6, FP7

## Our natural and organic brands include:



\*International Food Information Council (IFIC) Foundation's "2014 Food & Health Survey"



# 2 Champion global food safety

## 2A Expand food safety leadership

Set high standards for prevention, quality and investment

### Commitment

**US\$13 million** food safety spending in 2015 (more than 10 percent of essential capital investment on average each year for food safety-related projects).

**600+** trained quality professionals and **55+** certified quality engineers monitoring food safety worldwide.

**100 percent** of our facilities audited using globally recognized food safety criteria (excluding Yoki).

**90 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.



### Setting the gold standard for global food safety

More than 50 years ago, The Pillsbury Company (prior to acquisition by General Mills) developed the **Hazard Analysis and Critical Control Points (HACCP) process** 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.

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

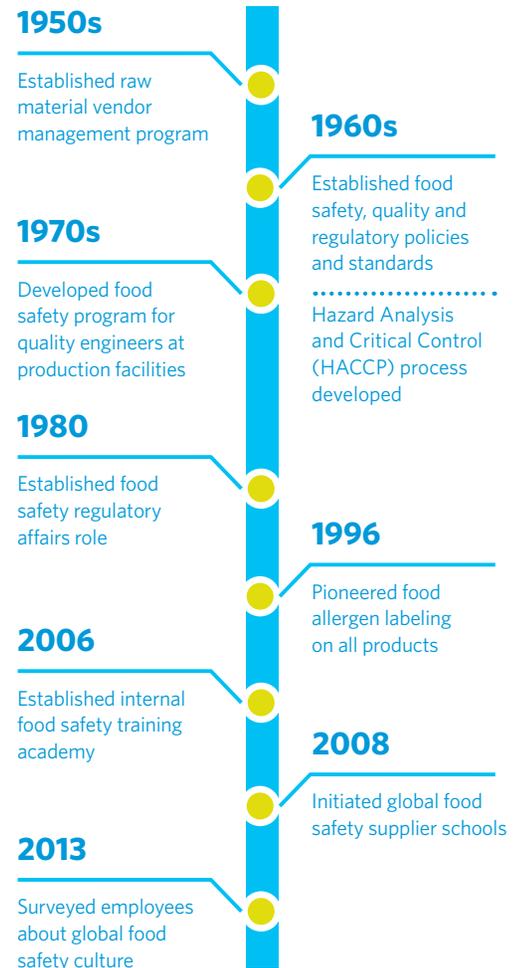
### Building global capacity

**Expectations:** As General Mills' operations expand around the world, we carry with us our commitment to food safety and strict adherence to the 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 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. In 2014, we partnered with the **Grocery Manufacturer's Association (GMA)** to launch and chair a Food Safety

### Legacy of food safety leadership





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. The share group now has 90 people from 60 companies participating in monthly meetings. In June 2015, members of General Mills' microbiology team helped organize a [global workshop](#) hosted by GMA and the Joint Institute for Food Safety and Applied Nutrition (JIFSAN) that focused on risk assessment and prevention of foodborne listeriosis.

**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



△ We invest in training to improve food safety.

efforts extend from the proper design and construction of facilities and equipment for promoting thorough cleaning to the rigorous sanitation processes and validation procedures necessary for ensuring safe food. In fiscal 2015, we focused on developing technical mastery of clean-in-place (CIP) systems. We worked with external partners to host a CIP summit to identify gaps, build technical depth and optimize processes. The output from the summit included an ongoing, internal CIP community of practice and the development of key guidance documents.

We emphasize and invest in training focused on sanitation and sanitary design principles. In fiscal 2015, the Sanitation Center of Excellence piloted a video training format to reach more people around the world. The video content was translated into four languages to provide more effective, consistent training to all General Mills production facilities.

## 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 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



△ Our teams follow food safety processes focusing on prevention, intervention and response.

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. All General Mills facilities are ranked for overall food safety risk. The ranking tool is used to identify and prioritize specific areas of risk. Risk reduction goals are set based on the 2015 baseline.

**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 some Yoki sites, which we are working to integrate) are audited under globally recognized food safety schemes. More than 90 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. [Global Food Safety Initiative \(GFSI\)](#) 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 72 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 100 percent of General Mills-owned facilities by 2020. Globally, 75 percent of our co-production sites and 49 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 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 two voluntary recalls in fiscal 2015: one in Canada and one in the U.S., both of which were limited in scope and amount of impacted product.

**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, websites 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



△ Participants in an Auditor Academy training session in Australia discuss observations found during a warehouse audit exercise, such as allergen storage, damage to raw materials, hold-order verification and pest control.

when needed. We also use this consumer response system to help us deliver the products consumers want; we first identified interest in gluten-free products, for example, based on consumer inquiries.

## 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, 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 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



△ Auditor Academy participants discuss vantage points for auditing difficult-to-access areas, including under equipment.

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

### Auditor Academy impact in 2015:





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 instruction through our global online training academy with materials in English,

French, Mandarin Chinese, Portuguese and Spanish. In fiscal 2015, we fully implemented our Auditor Academy and conducted training sessions attended by 186 participants from 13 countries. These sessions help improve our ability to

identify and fix issues, as well as prevent food safety problems from occurring.

**G4-FP5, PR1, PR2**

## 2B Partner to increase food safety

Increase supplier and co-producer audits, training and awareness

### Impact

**800+ supplier audits conducted in 2015.**

**150+ co-producer audits conducted in 2015.**

**50+ suppliers trained through supplier schools and webinars in 2015.**

**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 in them,

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 2015, we held supplier schools in Brazil and Australia, building on our

success of schools held in India, Spain, China, Thailand, and the U.S. in prior years. Those seminars addressed topics such as biological and physical hazard controls, allergen management and production facility sanitization. Since 2011, we have had more than 500 participants in our Supplier Schools.



△ More than 35 people attended our Supplier School in Australia to learn more about General Mills' food safety expectations.

### Reducing supplier risk globally



**G4-PR1, FP2, FP5**



# 3 Educate consumers

## 3A Provide accurate product nutrition information

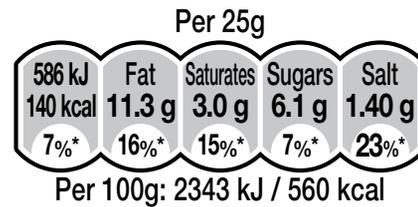
### Inform consumers through consistent, easy-to-read food labels

General Mills' product packages provide accurate nutrition labeling as prescribed by regulations in the country of sale. In addition, 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 packaging that will now include, at minimum, the labeling of calories on front-of-pack. This initiative will be implemented globally by the end of 2016. The purpose is to inform consumers on specific product nutrition attributes and to support informed food choices.

Around the world, our product labeling meets local regulatory requirements while remaining consistent with our global approach. For example, we provide additional nutrient information on our packaging in markets such as Europe, Australia, Canada and the U.S.

**Europe:** Every General Mills package has been updated to fulfill the requirements of the European Food Information to Consumers Regulation. In 2015, 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 salt – is displayed. We include the energy icon as a minimum on smaller packages.



**Australia:** To provide consumers with clear, fact-based nutrition information, we are implementing the Australian Daily Intake Guide front-of-pack labeling scheme consistent with IFBA requirements. In 2015, 60 percent of our products displayed nutrition intake reference information on the front of the package. We continue working to meet the 2016 labeling commitment.



△ Package labeling in Canada provides clear nutrition and serving information.

**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 is to increase the usage and understanding of the Percent Daily Value on the Nutrition Facts table. In 2015, NFEC launched a simple, focused approach to help increase consumers' understanding and use of serving size information, along with the Percent Daily Value on the Nutrition Facts table. As of September 2015, General Mills shared NFEC messaging on 75 of our Canadian products, providing consumers exposure to the nutrition education program on 104 million packages.

**U.S.:** The majority of our U.S. products now feature front-of-package labeling. In 2012, the Nutrition Keys were added to all

U.S. product packages. 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.



G4-EC1, FP4, FP8, PR3



## 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 guidelines.**

**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 lower-calorie, nutrient-dense foods that support their growth and activity. 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 to children 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.

**Review:** General Mills' marketing guidelines are reviewed and updated annually by the company's Responsible Marketing 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 - that in many cases are more demanding than local regulations - in producing and reviewing ads to ensure they are appropriate for the intended audience.

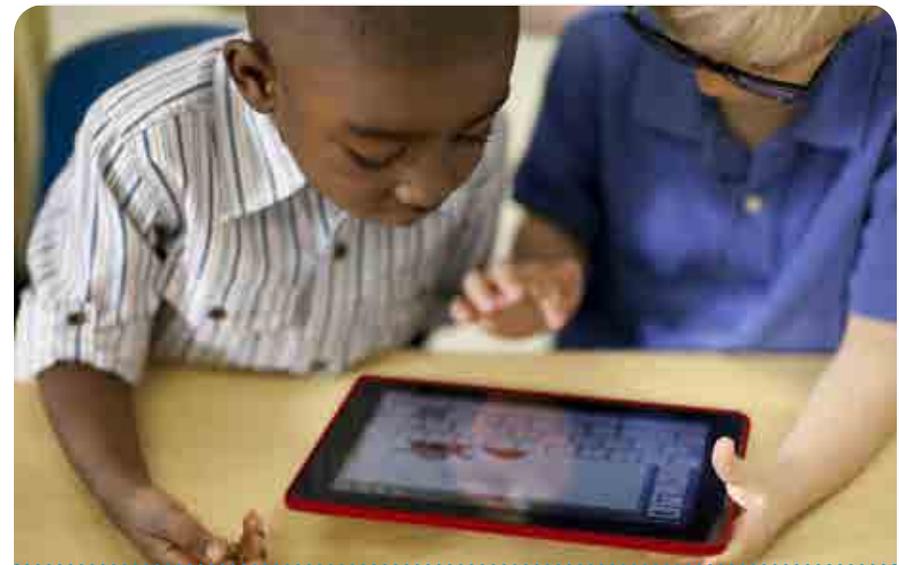
**Global commitment:** As charter members of the [International Food and Beverage Alliance \(IFBA\)](#), we joined other leading food and non-alcoholic beverage companies in a public letter to the Director General of the [U.N. World Health Organization](#) in September 2014 communicating a set of [enhanced 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 enhanced 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 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 supports the [Children's Food and Beverage Advertising Initiative \(CFBAI\)](#) child advertising nutrition standards. The company is a founding member of CFBAI and has been in full



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



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

compliance with the CFBAI standards since their inception in 2006, including the Uniform Nutrition Standards that 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 played a leadership role in developing 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 went into full effect on Dec. 31, 2015, but we have applied these guidelines to all of our new products since their announcement.

**Singapore:** As a signatory to the 2012 [Singapore Food and Beverage Industry Responsible Advertising to Children Initiative](#), General Mills supported and was involved in the development of industry-led Food and Advertising Guidelines through a public-private consortium (via the Committee on Guidelines for Food Advertising to Children). The new guidelines went into effect January 1, 2015, and build upon the industry pledge that requires 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 market to children, we nevertheless adhere to the terms of the code around non-advertising in media primarily directed to children.

**G4-PR6, FP8**



△ The Children's Food and Beverage Advertising Initiative (CFBAI) is a voluntary program of the Council of Better Business Bureaus.



△ The Singapore Food and Beverage Industry Responsible Advertising to Children Initiative is a pledge promoted by Food Industry Asia.



△ The Responsible Child Marketing Initiative is a program of the Australian Food and Grocery Council.



# Sustainability



**Our sustainability mission is to treat the world with care.**

**OUR GOAL** is to protect the resources upon which our business depends by promoting environmentally and socially responsible practices across our entire value chain.

## OUR STRATEGIES

- 1 INCREASE** sustainability of ingredients
- 2 COLLABORATE** to improve global water stewardship
- 3 ADVANCE** socially responsible supply chains
- 4 IMPROVE** environmental performance of our operations



## Overview

We are committed to improving sustainability across our value chain. The areas of greatest environmental impact in our supply chain – including more than two-thirds of GHG emissions and 99 percent of water use – occur outside General Mills’ operations, primarily in agriculture. We are working to reduce those impacts through our climate ambition goals, sustainable sourcing initiatives and water stewardship program. Across our global operations, we focus on reducing our GHG emissions and natural resource consumption. We also advance responsible sourcing practices that respect human rights and protect animal welfare.



### Sustainability goals



#### Climate change

We are committed to reducing absolute GHG emissions 28 percent by 2025, compared to 2010, across our full value chain. Our longer term goal is to achieve sustainable emission levels in line with scientific consensus by 2050. [Learn more.](#)



#### Sustainable sourcing

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. [Learn more.](#)



#### Water stewardship

We are improving the sustainability of water use throughout our supply chain, including addressing the eight most at-risk watersheds affecting our business. [Learn more.](#)



#### Human rights

Our updated [human rights policy](#) outlines our commitment to conduct business with high ethical standards and the expectation that our suppliers will do the same. [Learn more.](#)



#### Animal welfare

We support the humane treatment of animals in agriculture. Our updated [animal welfare policy](#) includes a commitment to use 100 percent cage-free eggs in our U.S. operations. [Learn more.](#)



#### Environmental performance of our operations

We work to reduce the environmental footprint of our operations. We achieved our 2015 targets related to GHG emissions and packaging and have set targets for 2020 and beyond. [Learn more.](#)



**CLIMATE CHANGE** is a global challenge that presents risks to humanity, our environment and our livelihoods. Changes in climate not only affect global food security but also impact General Mills’ raw material supply. This influences our ability to deliver quality, finished products to our consumers and ultimately value to our shareholders.



**2025 goal\***: Reduce absolute GHG emissions across our full value chain by 28 percent



**2050 goal\***: Reduce absolute GHG emissions across our full value chain to sustainable levels in line with scientific consensus

### Approach

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

In 2015, using science-based methodology and with input from BSR, we set a goal to reduce absolute GHG emissions across our full value chain by 28 percent over the next 10 years (compared to 2010).

Although some value chain segments represent larger reduction opportunities than others, we work to tackle emissions across the entire spectrum. Our longer term goal is to achieve

sustainable emission levels in line with scientific consensus by 2050.

### Collaboration

Effective collaboration across industries and organizations has a critical role in combatting climate change. Through the [BICEP \(Business for Innovative Climate & Energy Policy\)](#) coalition, we work with other businesses and policymakers to advocate for innovative and impactful climate and clean energy policies. We are also signatories to the New York Declaration on Forests and the UN Caring for Climate Declaration. To urge governments worldwide to take meaningful action at COP21, General Mills joined the [We Mean Business](#) coalition; and Chairman and CEO Ken Powell joined

CEOs of nine other global food companies to release a [joint letter](#) on the role of climate change in the food industry.

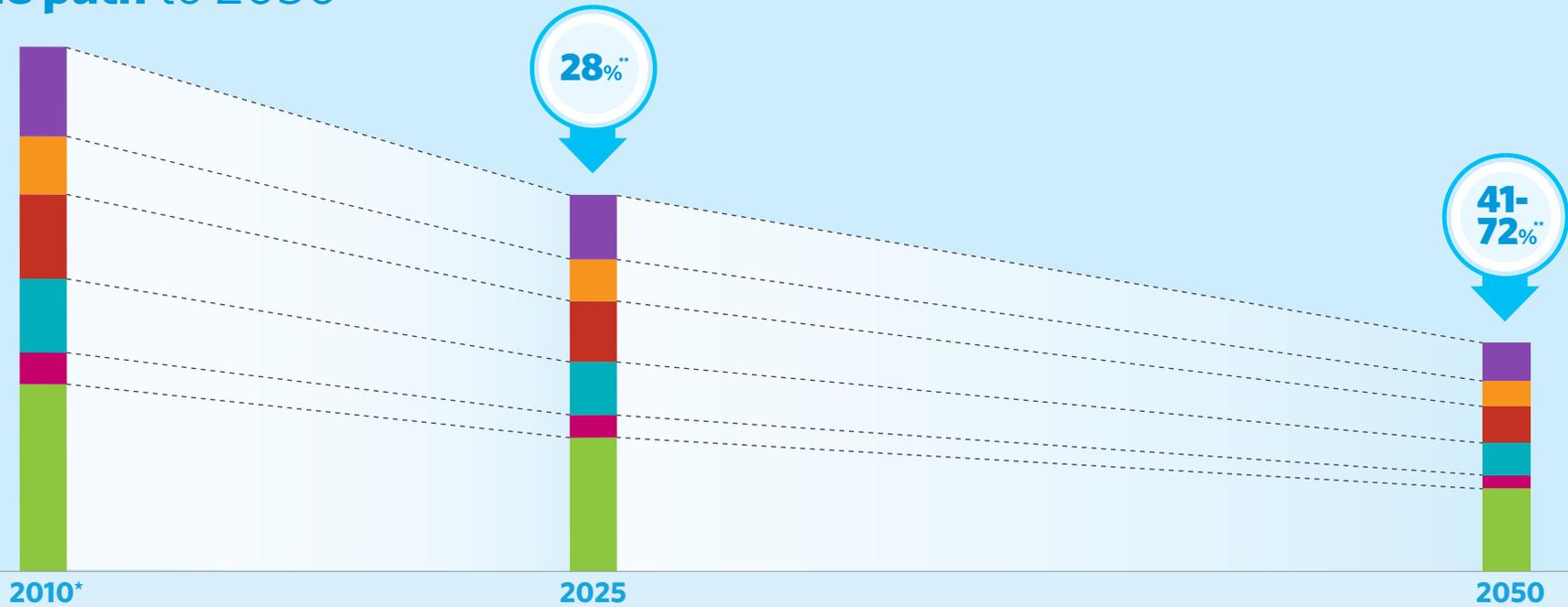
### More information

Learn more about our climate goal and implementation plan on our [website](#). Read about how we reduce emissions in our supply chain (page 44) and in our directly controlled operations (page 64). For details on the risks and opportunities General Mills faces due to climate change, see our [CDP submission](#) online.

\*Compared to 2010.



# The path to 2050



## Agriculture and transformation

Growing and transporting crops, and turning them into food ingredients

**Greatest impact from:**

Milk and wheat, due to purchase volumes and milk's GHG intensity

**Our path forward:**

- Focus on dairy and row crops
- Eliminate deforestation and climate change from our extended supply chain



## Packaging supply chain

Producing packaging materials (making and transporting)

**Greatest impact from:**

Corrugate, flexible plastics, and steel production

**Our path forward:**

- Reduce packaging volume
- Increase recycled, renewable, and compostable content, as well as recyclability
- Increase truck loading efficiency



## Converting

Making products from food ingredients (mixing and cooking)

**Greatest impact from:**

Electricity used to manufacture our products

**Our path forward:**

- Improve energy efficiency
- Increase use of renewable energy



## Shipping

Moving food from suppliers to our facilities and on to stores (transporting and delivering)

**Greatest impact from:**

Truck transport of non-refrigerated items to and from our facilities

**Our path forward:**

- Optimize transportation modes
- Enhance logistics planning



## Selling

Making food available for purchase (promoting and storing)

**Greatest impact from:**

Refrigerated and frozen storage of our products at grocery stores

**Our path forward:**

- Partner with customers to improve in-store energy efficiency



## Consuming

Enjoying food (shopping, preparing and eating) and disposing

**Greatest impact from:**

Car trips to the grocery store and energy used for baking

**Our path forward:**

- Optimize preparation instructions, time and temperature required to prepare products

\*Relative size of value chain segments is based on 2014 data.

\*\*Compared to 2010.



## OUR STRATEGIES AND ACTIONS

### 1. Increase sustainability of ingredients

- A** Promote sustainable practices with smallholder farmers in developing economies
- B** Expand sustainability of large-scale agriculture
- C** Build natural and organic capacity
- D** Cultivate sustainable food production

### 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

### 4. Improve environmental performance of our operations

- 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

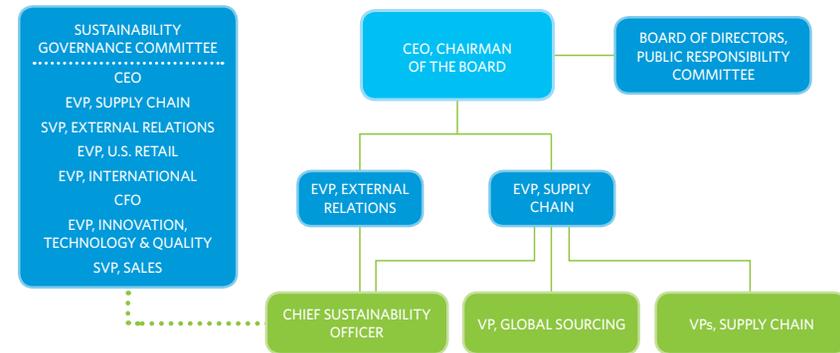
#### Leadership and governance:

At General Mills, our Chairman and Chief Executive Officer has ultimate accountability for sustainability, which is included in his annual performance objectives and impacts his compensation. Responsibility for sustainable sourcing and global environmental sustainability initiatives lies with the Vice President and Chief Sustainability Officer (CSO). The CSO reports into the Executive Vice President of Supply Chain and the Senior Vice President of External Relations. Responsibility for sustainable sourcing also lies with the Director of Sourcing Sustainability, who reports to the CSO and the Vice President, Global Sourcing.

The Chairman and CEO convenes the Sustainability Governance Committee three times per year. 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. 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 target areas they control.

**G4-15, 42**



**“Sustainability is essential to the long-term success of our company. Every day we make progress in using better sustainability understanding in our business decisions.”**

– Jerry Lynch, Vice President and Chief Sustainability Officer



# 1 Increase sustainability of ingredients

## Our approach: assess & transform

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

We are moving 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 to each ingredient and geography, whether we are working with smallholder farmers in developing economies or larger-scale agriculture in developed economies.

In 2010, we conducted a supply risk analysis of our raw material sourcing and a water risk assessment. We also partner with a range of industry groups, including [Field to Market: The Alliance for Sustainable Agriculture](#), [Roundtable on Sustainable Palm Oil \(RSPO\)](#) 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 and evaluation – to improve the sustainability of the raw materials we use to make our products.

**1. Assessment:** Working with [World Wildlife Fund \(WWF\)](#) and the [Rainforest Alliance](#), we completed a comprehensive, in-depth assessment of all raw materials we buy worldwide. Each was measured against dozens of potential risk categories, including animal welfare, child and forced labor, worker health and safety, 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 we buy where we can have the greatest influence and are pursuing sustainable sourcing strategies for the following: palm oil, fiber packaging, wheat, oats, sugar beets, vanilla, cocoa, dairy, corn and sugarcane. These materials represent more than 50 percent of our annual raw material purchases.

**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 and drive sustainability improvement.

**4. Monitoring and evaluation:** Our efforts to monitor and evaluate progress

are ongoing. As appropriate, we involve third-party auditors to help measure and analyze our results.

### 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. According to the United Nations, developed regions include North America, Europe, Japan, Australia and New Zealand.

## Progress

PHASE 1  
Assessment

PHASE 2  
Strategy formation

PHASE 3  
Transformation

PHASE 4  
Monitoring & evaluation





## Performance dashboard: Sourcing

Raw material/ingredient	FY2020 target (% of spend sourced sustainably)	FY2015 progress* (% of spend sourced sustainably as of May 2015)	Primary challenges	Sustainability definition
 Vanilla	100%	45%	Smallholder farmer incomes, food security, quality of ingredients	Sourced through programs that improve the livelihoods of smallholder farmers and the quality of ingredients
 Cocoa	100%	28%	Smallholder farmer incomes, child labor, community economic/social development, education, deforestation/environment	Sourced through programs that improve the livelihoods of smallholder farmers and the quality of ingredients
 Palm oil**	100%	100%	Deforestation (biodiversity, endangered species, environmental impact), indigenous people's rights	Sourced by responsible and sustainable sources as defined by RSPO mass balanced, segregated sustainable palm, or green palm certificates
 Sugarcane	100%	59%	Labor rights (child/forced labor, working conditions); lack of origin visibility due to supply chain complexity	Sourced from responsible and sustainable regions that are in compliance with Bonsucro or comparable standards; any high risk countries will be independently verified
 Oats	100%	40%	Declining supply due to lower profitability vs. other crops	Sourced from growing regions that demonstrate continuous improvement against industry-based environmental metrics
 U.S. wheat	100%	24%	GHG emissions, water usage, biodiversity	Sourced from growing regions that demonstrate continuous improvement against the Field to Market framework or comparable environmental metrics
 U.S. sugar beets	100%	47%	GHG emissions, soil loss, biodiversity	Sourced from growing regions that demonstrate continuous improvement against the Field to Market framework or comparable environmental metrics
 U.S. corn (dry milled)	100%	26%	GHG emissions, nutrient utilization, biodiversity	Sourced from growing regions that demonstrate continuous improvement against the Field to Market framework or comparable environmental metrics
 U.S. dairy (fluid milk)	100%	20%	GHG emissions, water usage, water quality, animal well-being	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)
 Fiber packaging	100%	99%	Deforestation	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

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

\*\* Palm oil target 100% by FY2015; baseline year FY2010 for palm oil (baseline FY2014 for all other ingredients).

For discussion and updates on palm oil, see pages 41-42.



◀ 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

## 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.

**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. Additionally, 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 to improve farmer incomes as well as the quantity, quality and traceability of vanilla. Madagascar is the world's leading vanilla producer, responsible for more than 90 percent of production and our primary source of the premium vanilla used in Häagen-Dazs ice cream. By actively investing in the communities in which our vanilla is grown, we provide economic incentive for farmers to produce high-

**660**  
vanilla growers in Madagascar and their 2,640 family members benefit from our investments

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 train 325 farming families about vanilla production practices. Training includes teaching farmers how to cure the vanilla they grow - expertise that significantly increases their earnings. In 2014, we began investing in communities in the southern section of the Sava region, including the village of Antananambo. In 2015, farmer associations in Belambo and Antananambo represented 660 co-op members and

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



their 2,640 family members. Vanilla from these sites will help us meet our sustainable vanilla commitment by 2020.

In 2015 we continued our support of programs in Belambo and the southern section of the Sava region while frequently working with our supplier to review the impact of our investment in the communities. Due to instability in the region, we did not expand the scope or

### Vanilla

**Commitment:** General Mills will source 100 percent of our vanilla by 2020 through programs that improve the livelihoods of smallholder farmers and the quality of the ingredients.

**Status:** 45 percent of the vanilla General Mills purchased was sustainably sourced in fiscal 2015.

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





reach of our local investments during this year, but are actively pursuing opportunities to scale our efforts in 2016.

**Collaboration:** In 2015, General Mills was a founding member of the Sustainable Vanilla

Initiative (SVI), an organization composed of food and flavoring companies, the Sustainable Food Lab, IDH (the sustainable trade development organization of the Dutch government) and the Malagasy

government to promote sustainable vanilla production in Madagascar.

**Food security:** General Mills also supports efforts to improve food security in Belambo and Antananambo. We funded

construction of a storage warehouse in Belambo that makes rice available to local families year-round at lower prices, regardless of market availability.



## Employees in France strengthen ongoing connection with Belambo village in Madagascar

In November 2015, employees from our Häagen-Dazs production facility in Arras, France, traveled to Belambo, Madagascar, to inaugurate a new school building and help establish a committee to oversee the community library. The new school

enables 120 additional students from the surrounding area to attend classes. General Mills employees in Arras have developed an ongoing connection with the Belambo community, where vanilla is grown. Arras employees raised money

to fund the school building and donated books, stationery and clothing. Last year, Arras employees donated books and funds to build the Belambo community library. Learn more about our support for Belambo village in the [Community](#) section.



## Cocoa

**Commitment:** General Mills will source 100 percent of our cocoa by 2020 through programs that improve the livelihoods smallholder farmers and the quality of the ingredients.

**Status:** 28 percent of the cocoa General Mills purchased was sustainably sourced in fiscal 2015.

**Challenges:** Economic viability – ensuring smallholder farmers earn enough from growing cocoa to feed their families – is the major challenge to securing the world’s long-term cocoa supply. Low productivity, crop loss due to pests or



◁ Many General Mills baking products contain cocoa.

disease and degraded soil fertility must be addressed to improve

farmers’ livelihoods and food security in their 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 our cocoa suppliers to help improve the economic, environmental and social sustainability of cocoa production.

**Progress:** In 2015, we expanded our work with key suppliers to provide

direct support to cocoa-growing communities in West Africa:

■ In **Ghana**, we are working with cocoa supplier Cargill and humanitarian NGO CARE in 20 communities to form village cooperatives, provide



△ Cocoa growers in Ghana unpack spraying machines that help boost production through fertilizer and pesticide application. General Mills provided funding for 40 spraying machines and 40 pruning tools used by 750 farmers in 20 communities.

More than 70 percent of the cocoa we purchase is grown in West Africa.



technical assistance and educational support. 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.

- In **Côte d'Ivoire**, we partner with cocoa suppliers Barry Callebaut and Cargill to help smallholder farmers grow cocoa more sustainably, increase yields and improve their livelihoods. The programs strengthen farmer cooperatives and train farmers how to increase productivity, manage pests and diseases, and improve the quality of their cocoa. The programs also educate farmers about biodiversity and sound labor practices, including addressing child labor issues. In 2015,

we transitioned to Barry Callebaut's new **Cocoa Horizons** program with broader sustainability initiatives for cocoa growing communities and direct access to program impact information. To ensure cocoa is being purchased from farmers participating in the program, Barry Callebaut traces the beans from the farmer to the primary warehouse.

**Collaboration:** Cocoa farming is an intensive process. General Mills recognizes that there are systemic labor issues in the cocoa supply chain; while our **Supplier Code of Conduct** prohibits forced and child labor, we understand that it will take industrywide collaboration to change these practices. 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.

**19,600**

cocoa farmers trained in good agronomic practices in Côte d'Ivoire and Ghana through programs supported by General Mills



△ More cocoa-growing communities now have access to clean water in Côte d'Ivoire. The Cocoa Horizons program provides boreholes in schools and water filters to schools and households in remote areas.

## Palm oil

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

**Status:** 100 percent of the palm oil General Mills purchased was sustainably sourced in fiscal 2015; at the end of 2015, nearly 97 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

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



deforestation of the world's rainforests. This deforestation is having a negative impact on biodiversity, endangered species and the broader environment.

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

poverty, unsustainable palm oil production practices can also threaten the rights of indigenous peoples. Development approaches that focus on economic opportunities for smallholder farmers living near palm refineries have the potential to improve 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 support 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



△ In 2015, we reached our goal to sustainably source 100 percent of the palm oil in our products.

with the principle of free, prior and informed consent. As part of our concern about deforestation in palm growing regions and to ensure our purchases do not contribute to deforestation, we updated our initial commitment with our **2014 palm oil statement**.



**Progress:** In fiscal 2015, we met our commitment to source all palm oil through sustainable purchases that meet RSPO standards. We also shifted more of our volume toward mass balance and segregated palm oil – accounting for 87 percent in 2015 – rather than green palm certificates.

**Traceability:** General Mills is helping lead the industry toward greater sustainability by moving with our supplier base toward a more traceable supply. In 2015, we continued working with [Proforest](#) to trace our palm oil supply chain, identify sustainability risks and ensure responsible sourcing. Proforest conducted traceability mapping of our supply chain, performed supplier risk assessments and communicated with all of our palm oil suppliers to ensure they are aware of and fully understand our palm oil sourcing policy. As part of ongoing monitoring,



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



**Nearly 97 percent of our palm oil supply is traceable to the mill.**

if we identify suppliers who are not in compliance, we generate a list of corrective actions. We have conducted face-to-face meetings with these suppliers to explain our sustainable sourcing and traceability requirements and confirm each supplier’s ability to comply. Our suppliers have agreed to provide information relating both to the traceability of their palm oil and the measures they are taking to ensure compliance with our sourcing policy. All palm oil purchased by General Mills must be supplied in line with our commitments.

At the end of 2015, nearly 97 percent of our palm oil volume was categorized as traceable to the extraction mill and responsibly sourced. Responsible sourcing means the volumes purchased are covered by a responsible sourcing program that includes comprehensive policy commitments, a suitable risk assessment process and independent verification assessments. We will continue working with Proforest to

 <b>Purchasing of Roundtable on Sustainable Palm Oil (RSPO) certified volumes in 2015 (CY)</b>			
Purchasing region and certificate use	Total General Mills palm purchased (MT)	Amount of mass balanced palm purchased (MT)	Amount of segregated palm purchased (MT)
North America	45,321	43,111	0
Brazil	12,594	3,798	4,010
Europe	6,974	3,020	3,954
China	1,524	350	0
Australia	600	0	432
India	489	0	0
South Africa	<1	0	0
Argentina	<1	0	0
<b>Subtotals</b>		<b>50,279</b>	<b>8,396</b>
Green palm certificates			9,049
<b>Totals</b>	<b>67,724</b>		<b>67,724</b>

ensure third-party verification of our palm oil supply. Our top three palm oil suppliers are ADM, Bunge and Loders.

As part of ongoing monitoring and evaluation we are [responding in line with our policy](#) to RSPO’s suspension of IOI Loders Croklaan certification in April 2016.

**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. We support RSPO principles and 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 principles outlined in our [responsible palm oil sourcing statement](#).



“General Mills has worked extremely hard to meet its 2015 policy commitments. In particular, the level of commitment to purchasing traceable and physically certified volumes has been impressive. By combining this with active supplier engagement, General Mills is demonstrating a responsible approach to sourcing palm oil.” – Neil Judd, Director, Proforest



## Advancing palm oil sustainability through RSPO NEXT

General Mills is a member of the Roundtable on Sustainable Palm Oil (RSPO) and in 2015 committed to support [RSPO NEXT](#) to continue advancing palm oil production sustainability. RSPO NEXT is a voluntary initiative involving RSPO

member companies – palm product producers, suppliers and users – whose policies and actions exceed current RSPO requirements and who are interested in increasing transparency by implementing a rigorous third-party review process.

The intent is to demonstrate leadership in addressing critical origin issues, including deforestation, peatland development and indigenous peoples' rights.



## Sugarcane

**Commitment:** General Mills will source 100 percent of our sugarcane by 2020 from responsible and sustainable regions that are in compliance with Bonsucro or comparable standards (any high-risk countries will be independently verified).

**Status:** 59 percent of the sugarcane General Mills purchased was sustainably sourced in fiscal 2015.

**Challenges:** Labor rights – including issues of child and forced labor as well as working conditions related to worker health, safety and hours – are a major concern in the global sugarcane supply chain. 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 the majority of our purchases. More than half of the sugarcane we purchase globally is grown in low-risk origin countries, such as the U.S., Australia and South Africa.

**Strategy:** While General Mills is a relatively small purchaser of sugarcane from any single market, we continue to gain 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 Production Standard. We joined Bonsucro in 2013 and continue working with them to strengthen the global sugarcane supply chain.

**Progress:** In 2015, we continued the process begun in 2014 to identify sugarcane origin locations in our supply chain and assign a risk rating. Together with Bonsucro, we are encouraging suppliers to conduct gap analyses as the first step toward certification using the Bonsucro Standard. This standard focuses on legal compliance; biodiversity and ecosystem impacts; human rights; and the production and processing of sugarcane.

We continue to engage with sugarcane mills in Central America to identify origins and partners capable of supplying sustainable sugarcane. In order to implement an origin-



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

direct investment strategy similar to our vanilla and cocoa sourcing approach, we need to know more about local sugarcane fields and refineries. In May 2015, we visited two mills in Guatemala and one in Nicaragua. We have sourced a trial shipment of sugar from Nicaragua and are optimistic about the potential for future sustainable sourcing opportunities.

Our major sugarcane suppliers include Cargill, Domino and Imperial.

**Collaboration:** Through our leadership in Bonsucro, we interact with suppliers and reinforce our expectations for sustainable sugarcane. In May 2015, we engaged with partners across the sugarcane industry during the Bonsucro

The majority of the sugarcane we purchase comes from refineries in North America.



- 1 Brazil
- 2 Mexico
- 3 United States

End-User Summit in New York City to discuss and influence ways to drive a more sustainable sugar supply chain.

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

“Members like General Mills show that leadership, collaboration and cooperation by all actors in the sugarcane supply chain are vital to put in place sustainable practices.”

- Natasha Schwarzbach, Head of Engagement, Bonsucro



# 1B Expand sustainability of large-scale agriculture

Collaborate with growers to increase sustainability of North American row crops

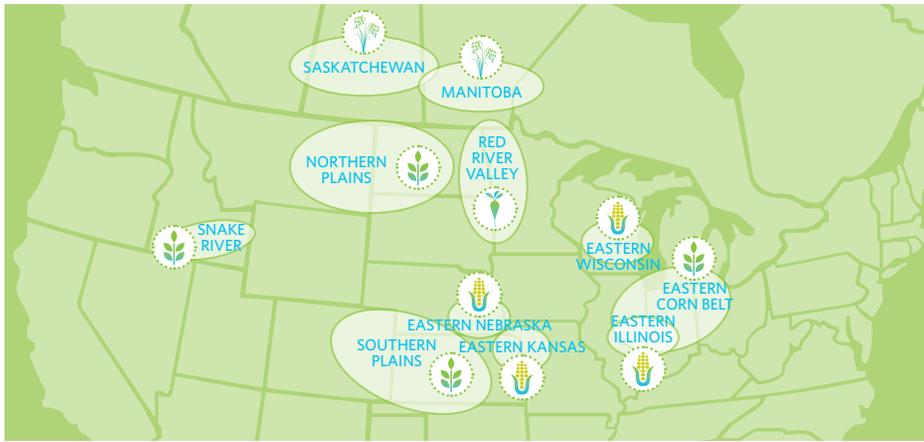
**Strategy:** We work with industry groups, our suppliers and North American growers to increase the sustainability of row crops, including oats, wheat, sugar beets and corn. We reduce the environmental impact of agriculture through continuous improvement, measured by year-on-year improvements in input use.

**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 to gather data on the impact of their farming practices. Using this framework, farmers collect information about land use, soil conservation, water use, energy use and GHG emissions. We have a similar partnership with Serecon in Canada. As of 2015, more than 200 growers were participating in Field to Market and Canadian Fieldprint engagements led by General Mills across North America.

**Rotational crop analysis:** We work with farmers to increase sustainability of the entire crop rotation in each key growing area. This approach enables measurement of the same fields each year as farmers rotate crops, such as from wheat to barley to sugar beets to potatoes. We connect with farmers and other industry leaders to include rotation crops that are not priority

“As more food and retail companies turn to collaborative approaches to address soil, water and climate concerns, Field to Market has doubled its membership and expanded its programs to advance the sustainability of crop production in the U.S. As an active member of Field to Market, General Mills is a leader not only in establishing ambitious environmental goals, but also in working with farmers and supply chain partners to spur innovation and improvements at the farm level.” – Rod Snyder, President, Field to Market: The Alliance for Sustainable Agriculture

## Increasing crop sustainability through engagements 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
- Manitoba and Saskatchewan:** 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
- Eastern Illinois, Kansas and Nebraska:** dry-milled corn, soybeans

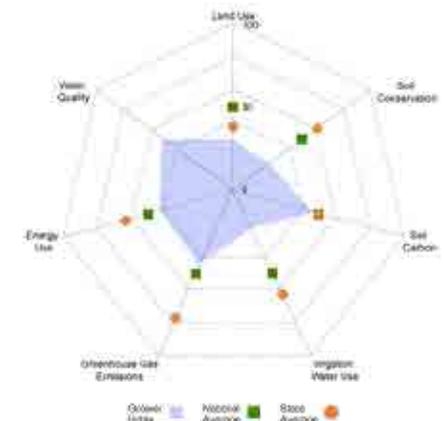
ingredients for General Mills products, including lentils, peas, canola and potatoes.

**Scalability and verification:** To expand the sustainability impact of this approach, we work with progressive farmers and several supply chain partners across 11 key North American growing regions to build a scalable national program and verification protocol.

**Networks:** We continue to leverage existing networks of local farm advisers

to increase farmer participation across key growing regions. These advisers help make the connection between sustainability and profitability necessary to drive changes in farming practices. To further 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 U.S.



△ This spidergram shows a sample Fieldprint® Score with seven environmental indicators.



## 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:** 40 percent of the oats General Mills purchased was sustainably sourced in fiscal 2015.

**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 oat production sustainability and profitability.

**Sustainability benefits:** Oats are an environmentally friendly crop requiring less irrigation, fertilizer, chemicals and



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

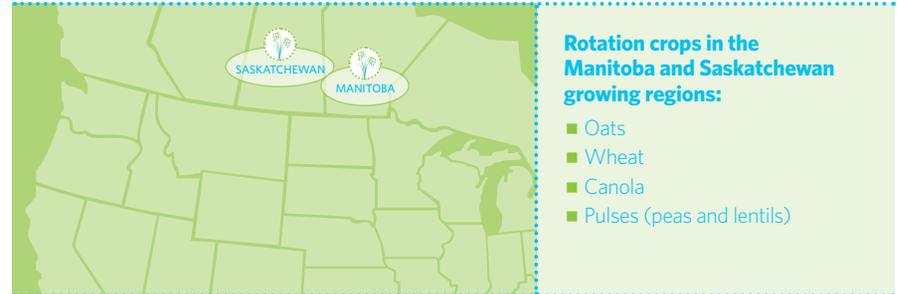
other inputs to grow – making them more sustainable compared to other row crops.

**Strategy:** We collaborate with partners, including Serecon, North American Feed Ingredients and Patterson Grain, to promote the Canadian Fieldprint Initiative for improving the sustainability of oats and other row crops in western Canada.

**Pilot program:** In Canada’s Manitoba and Saskatchewan growing regions, we implemented the Western Canada Sustainability Pilot in 2013 to measure sustainability of oats and other rotation crops. Through collaboration with suppliers and agricultural consulting companies, we have expanded the amount of sustainability data being entered into the project. The Canadian government contributed significant funding for the pilot program through Ag Canada involvement.

**Progress:** As of November 2015, the Canadian Fieldprint Initiative had collected data from 499 fields representing more than 120,000 acres across western

## Oats: sourced from Manitoba and Saskatchewan, Canada



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



△ Canadian Fieldprint Initiative participants met in December 2015 to discuss strategies for improving oat sustainability.

Canada. Participating growers recorded information about yield, soil carbon, energy use and GHG emissions to establish the minimum three years of data needed to account for crop rotations and serve as the baseline for measuring future sustainability improvements.

In 2015, General Mills worked with partners to refine the field sustainability calculator using 2012-2014 baseline data. We



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

also worked to gain industry alignment around program objectives and processes for reporting progress, brought in more stakeholders and agreed to move ahead during the 2015 growing season with specific, targeted engagements focused on oats, soybeans and pulses. General Mills is leading the oats-focused efforts through engagement with 40 oat growers in Manitoba and Saskatchewan.

**Research:** We work across the academic, public and private sectors to improve the nutritional qualities of oats, develop better performing oat varieties with higher yields and help farmers improve agronomy practices to increase sustainability.

**120,000**  
The Canadian Fieldprint Initiative has collected data from more than 120,000 acres across western 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:** 24 percent of the wheat General Mills purchased was sustainably sourced in fiscal 2015.

**Challenge:** Sustainability challenges in the wheat supply chain include the need to reduce GHG emissions and 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. Due to the success of the pilot, we have continued to engage in the area and are now in our fifth year of grower engagement and data collection, evolving from the pilot program to implementing practices with our supplier, Thresher Artisan Wheat.

**Progress:** We began engaging with growers in the Southern Plains region in Kansas, the largest growing area for hard red winter wheat. Those growers join the 41 producers providing data about 45,000 acres in the Snake River growing region in Idaho and the Northern Plains growing region of North Dakota, South Dakota and Minnesota. The program includes all rotation crops: spring wheat,

## 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.

winter wheat, potatoes, sugar beets, barley and corn. In Idaho, we are working to expand the project footprint with more partners. We continue to conduct workshops during which agronomists work directly with growers to analyze data, assess their environmental footprint and formulate plans that will drive continuous improvement in their resource efficiency and decrease the environmental impact of their farming practices. We added 11 more farmers in the Northern Plains region, where growers are collecting baseline data for all crops. We are moving ahead

with our Southern Plains engagement as we re-evaluate our strategy for engaging with growers in the Eastern Corn Belt growing region of Michigan and Indiana and support supplier efforts in that area.

**Verification:** We are continuing to pursue sustainability verification in the Snake River growing region using data collected by Idaho farmers since 2010. Once the Field to Market verification protocol has been approved, we will compare results against a regional baseline using this industry standard verification process. 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.



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



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



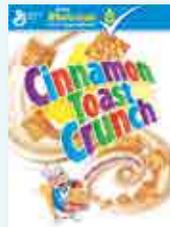
△ Hard spring wheat from the Northern Plains region



△ Soft red winter wheat from the Eastern Corn Belt region



△ Hard red winter wheat from the Southern Plains region



△ Soft white wheat from the Snake River region



## 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:** 47 percent of the beet sugar General Mills purchased was sustainably sourced in fiscal 2015.

**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.



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

**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 rotation crops in the Red River Valley: sugar beets, corn, soy and wheat.



## 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.

**Progress:** In 2015 – the third year of our sugar beet partnership in the Red River Valley growing region – we continued working with farmers to collect additional data that will be used to measure continuous improvement. We are moving ahead with efforts to

expand participation in the program through discussions with potential partners in other regions where we buy sugar beets. We are actively pursuing engagements in other supplemental sourcing regions, including Michigan, Southern Minnesota and California.



## Corn

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

**Status:** 26 percent of the U.S. dry-milled corn General Mills purchased was sustainably sourced in fiscal 2015.

**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 with Eastern Wisconsin corn growers in October 2014. The pilot includes all rotation crops, including dry-milled corn, soybeans, 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 oats, and compared to use by

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



## Dry-milled corn: sourced from the Midwest



### Rotation crops in the Eastern Wisconsin, Eastern Nebraska, Eastern Kansas and Eastern Illinois growing regions:

- Corn
- Soybeans
- Alfalfa

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

other food and beverage companies. For that reason, we also support the Field to Market corn pilot programs and

other sustainability initiatives led by our suppliers and other industry partners to advance sustainable sourcing.



**Progress:** In 2015, nine corn growers joined the Field to Market program we support with Didion Milling, a specialty dry mill in Wisconsin that supplies corn used in some of our cereals. These farmers agreed to participate for three years and are using the Field to Market framework to gather data on 2,000 acres. We are seeking to expand the program with additional participants

in 2016. General Mills also has been engaging with Bunge, a key corn supplier, in support of its Field to Market grower initiative, called Centerfield. More than 150 growers representing 250,000 acres across the Bunge mill network are participating in the Centerfield initiative.

**Collaboration:** We are participating in the Midwest Row Crop Collaborative,

a multi-stakeholder engagement to meaningfully improve water pollution challenges facing North America. Facilitated by Field to Market and Walmart, the effort includes businesses, governments and NGOs focused on water quality stewardship in critical watersheds across the Upper Midwest.



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



“Didion is proud to partner with our producers and General Mills on the Field to Market program, focusing on our shared values of sustainability and traceability.” – Tonya Umbarger, Program Manager, Didion Milling, Inc.



## Dairy

**Commitment:** General Mills will purchase 100 percent of our U.S. 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 U.S. directly sourced fluid milk General Mills purchased was sustainably sourced in fiscal 2015.

**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 are engaging directly with farmers and farmer cooperative partners in the upper Midwest region of the United States to pilot the [Innovation Center for U.S. Dairy Sustainability Council Framework](#) starting at the producer level and continuing through to our yogurt facility in Reed City, Michigan. We also participated in a life-cycle analysis of yogurt production 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, energy usage, water consumption from milk production and processing, and animal care. Farm Smart 2.0, an updated version of the tool, was launched in 2014 with expanded functionality to help increase farmer



participation in the program. General Mills and farmers

◀ 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 the U.S. and France.



continue to collect data; plans are in place over the next six months to meet with milk producers to identify opportunities for 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 25 percent by 2020.

**Scale:** We will be adding a second engagement to the pilot program at our Reed City facility in fiscal 2016 to help us move closer to achieving our sustainability commitments.

**Research:** In 2014, General Mills and other companies participated in the U.S. Dairy Research Institute’s life-cycle analysis benchmarking the environmental footprint of yogurt production from farm to consumer (similar to the group’s previous life-cycle analyses for fluid milk and cheese). Specialists from the University of Arkansas collected and analyzed the data. We will use the results, released in late 2015, as a benchmark for our work.



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



“General Mills recognizes the significant impact that dairy has on our environment and on our business. We are focused on advancing the sustainability of our dairy supply chain to reduce greenhouse gas emissions, improve water quality and promote better animal welfare.” – Mary Muldowney, Sourcing Director, Dairy, General Mills

### Improving dairy sustainability in France

We support dairy sustainability initiatives connected to our Yoplait and Häagen-Dazs businesses in France:

**Yoplait:** Our Yoplait business in France sources fresh milk exclusively from 1,900 farms in the Sodiaal dairy cooperative, which reduced energy consumption and GHG emissions in 2014 by optimizing milk collection flow, upgrading its milk transportation fleet to more efficient and larger trucks and training drivers to lower fuel consumption. Dairy advisors also support farmers’ efforts to improve the sustainability of their operations. The cooperative’s “La Route Du Lait” program helps farms continuously improve

milk quality, breeding conditions and environmental impacts. Each farm is audited every three years to analyze progress. In 2014, 97 percent of Sodiaal milk was collected from audited farms; as of December 2015, the company achieved 100 percent. Our Yoplait business is working with Sodiaal to update the program and enhance environmental evaluation, including biodiversity and animal welfare.

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



**Häagen-Dazs:** We continue working with dairy supplier Ingredia, the French Breeding Institute and a group of farmers who are conducting farm assessments using an online tool named CAP2ER. The tool’s calculations measure GHG emissions and provide farmers with deeper insight about their farming practices. In 2015:

- One hundred farm assessments were conducted in northern France near our Häagen-Dazs facility.
- Progress was made on several initiatives, including implementation of carbon soil sequestration and energy reduction programs and introduction of a feed autonomy program.

- Ingredia’s program and tools are now considered a standard in the Nord Pas De Calais region of France, which will enable benchmarking with peers and improve analysis.

**GHG emissions:** In northern France, we support the in-depth analysis, conducted by the Grignon Experimental Farm, of GHG emissions and energy consumption on participating farms. In 2014, the pilot program analyzed six farms; now the initiative is expanding to include more farms and using the data to help decrease the carbon impact of milk production.



## 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 2015.

“We have benefited from General Mills sharing their best practices as they work toward achieving fiber packaging goals, and their collaborative work with Sustainable Packaging Coalition members to develop new, innovative practices for the entire value chain.” - Tom Pollock, Senior Manager, Sustainable Packaging Coalition

**Challenge:** 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.

**Progress:** The remaining 1 percent of our fiber packaging is sourced from countries considered at high risk for potentially contributing to deforestation, including China. We are developing a process for increasing transparency around the fiber we source from China. This framework builds on the work we did in 2014 with the Rainforest Alliance, which revealed that 20 percent of the fiber we obtain from China is compliant with sustainable sourcing criteria, 40 percent is considered medium risk and 40 percent is at higher risk of contributing to

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



deforestation. Our sourcing team in China is working to identify areas of nonconformance and work with those suppliers to develop strategies for achieving compliance – or transition fiber purchases to sources that meet our sustainable sourcing criteria. Rainforest Alliance analysis in 2013 verified that the fiber we source from India poses a low risk of contributing to deforestation.

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



## Zero deforestation commitment: fiber packaging

Location	% of General Mills fiber purchases	Deforestation risk	Verification
North America	90%	low	Forest Stewardship Council (FSC), Sustainable Forestry Initiative (SFI), Program for the Endorsement of Forest Certification (PEFC)
Europe	4%	low	FSC*
Brazil	2%	low	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.

\*36.6 percent of our EU fiber spend, including 91 percent of our EU corrugated spend, is FSC certified. We are working to achieve FSC certification for our supply of folding cartons and paper cups and expect to have those purchases 70 percent FSC certified by the end of fiscal 2016.



## 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 that contribute to deforestation.
- **Verify** supply from high-priority countries that have a low risk of controversial sources that contribute 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 Build natural and organic capacity

### Expand supply of organic ingredients



#### Commitment

**General Mills is committed to increasing the capacity of our natural and organic business and the long-term supply of organic ingredients.**

Since 2000, General Mills has steadily grown our natural and organic business with the acquisitions of brands, including *Cascadian Farm*, *Muir Glen*, *LÄRABAR*, *Food Should Taste Good*, *Immaculate Baking*, *Liberté*, *Mountain High*, *Annie's* and *EPIC Provisions*.

**Challenge:** Increasing demand for natural and organic products is outpacing the growth in mainstream food sales. It's also growing faster than the supply of organic ingredients, especially in North America. This rapid growth has made sourcing certified organic ingredients increasingly difficult.

**Strategy:** To support double-digit growth in our natural and organic products and ensure the long-term supply of organic ingredients, we are developing capabilities and processes that connect us to our ingredients' point of origin, building the supply chain to increase capacity and promoting organic farming practices.

**Organic Center of Excellence:** Our natural and organic business expansion will require a more robust pipeline of organic growers. To help generate double-digit growth for organic and natural brands, our Organic Center of Excellence is building sourcing relationships directly with farmers for our products. Our supply chain focus includes working with growers to optimize production and quality, adopt standard practices and accelerate supply. These processes will help us meet our goal of more than doubling the organic acreage from which we buy ingredients for organic brands by

2019. Our roadmap includes establishing differentiated grower relationships and a commitment to organic research.

**Collaboration:** General Mills is working with other organic companies in a pre-competitive effort to increase the supply of organic grain. We participate in the [Organic Trade Association's Grain, Pulse and Oilseed Council](#), an industry forum convened in November 2015 to address issues surrounding the supply of organic grain, oilseeds and pulses. This effort evolved from work that Annie's has been doing since 2013. Learn more about [Annie's sustainability](#) work.

**Expanding organic farming:** As part of our focus on increasing organic farming acreage in North America, we announced in June 2015 our \$50,000 investment to support the Canada-based Prairie Organic Grain Initiative (POGI), a multi-year program aimed at building resiliency and stability in the organic field crop sector while increasing

the quantity and quality of organic field crops in Canada. POGI is addressing the shortage of organic grain growers by helping conventional growers make the transition to organic farming. In the U.S., where acreage devoted to organic agriculture is less than 1 percent of total cropland, we are partnering with advisors who work directly with farmers to help them transition from conventional farming methods to organic practices. In the U.S. Midwest, this effort is helping farmers transition to organically grown oats. We also support the [Organic Farming Research Foundation's \(OFRF\)](#) efforts to encourage widespread adoption of organic farming practices through research, advocacy and education. Cascadian Farm is the lead funder of OFRF's National Organic Research Agenda (NORA) update project, which will inform where research can accelerate use of organic practices across the wide variety of crops we source.

### Double by 2019

General Mills has committed to grow the supply chain and size of our natural and organic business:

- **Double the acreage:** We plan to more than double the organic acreage from which we buy from 120,000 acres in 2015 to 250,000 acres in 2019.
- **Double the sales:** We plan to nearly double our natural and organic sales to \$1 billion by 2019.

\*Based on SPINS NPI (Natural Products Industry) food products in combined channels, 52 weeks ending June 4, 2015 (food only, excludes beverages).

### Scaling up

The scale of our natural and organic businesses continues to grow.

- General Mills is now the **third-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' natural and organic ingredients represented **4 percent** of our U.S. retail business ingredients in 2015.
- We have increased the organic acreage we support by **120 percent** since 2009.

### General Mills natural and organic brands





# 1D Cultivate sustainable food production

Support pollinators and biodiversity, and control pests

## Improving pollinator health and biodiversity

**Challenge:** Agriculture depends on honeybees and 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 types of 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. The loss of honeybees is a very complex challenge caused by multiple factors, including expanded agricultural acreage, fatigue, mites, pesticides and other factors.

**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 the decline of honeybees, invest to conserve and expand bee habitats,



△ In June 2015, we hosted Muir Glen Grower Days for California tomato growers interested in learning more about planting hedgerows as pollinator habitats on their farms, using hedgerows for insect pest management, availability of public resources and other topics.

and work with our suppliers to improve the health and effectiveness of bees as pollinators of almonds and tomatoes.

We contribute to the growth of pollinator habitats for the following crops:

- **Tomatoes** – In California, we are working with our *Muir Glen* tomatoes supplier – along with researchers at the University of California, Davis, and the [Xerces Society for Invertebrate Conservation](#) – 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



△ Flowering habitats planted at almond ranches are helping improve the health of bees and other pollinators.

among tomato growers. In 2014, nearly three times as many bees visited the Muir Glen site compared to a control site. We continue to expand outreach to additional organic and conventional tomato growers to increase sustainability.

- **Almonds** – In 2015, we continued working with an almond supplier and the Xerces Society to integrate flowering habitats into California almond orchards. The habitats attract native wild pollinators and help improve the health of bee colonies transported to



△ At our Muir Glen facility, Xerces staff conducted field testing of solarization, an organic weed removal and site preparation method for native wildflower planting. Solarization lessons learned by Xerces through this project are being included in a United Nations Food and Agriculture Organization publication that will help farmers in the developing world to restore pollinator habitat.

almond orchards for crop pollination. Beginning in December 2014, 4.8 miles of wildflowers and hedges were planted at one almond ranch. We are now using that ranch, along with other industry partners and Xerces, as a model for habitat integration, integrated pest management and other sustainable agriculture practices.

- **Blueberries** – In 2015, we assessed 250 acres of blueberries in Washington for possible pollinator habitat expansion.



“By focusing specifically on pollinator conservation within the supply chain, General Mills is going above and beyond any other food company in terms of supporting pollinators. This approach is so significant because it is directly changing farm conditions for pollinators with high quality wildflower habitat and better protection from pesticides.”

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



- **Oats** – Our Cheerios business launched an outreach program in 2015 to recruit oat growers in North and South Dakota interested in creating wildflower habitats on the non-cropland portions of their farms. Our support includes providing native wildflower seeds and shelter plants; technical assistance to design, plant and manage pollinator habitats; and consultation about conservation program opportunities when establishing the habitats.

**Research:** General Mills supports three pollinator research projects through our partnership with the [University of Minnesota’s Bee and Pollinator Research Lab](#):

- **Pollinator plot:** 2015 was the final data collection year at the pollinator plot we created at General Mills’ agricultural research farm in Le Sueur, Minnesota, in November 2011. We worked with the University of Minnesota to place 10 honeybee colonies at the site to investigate honeybee health. We have invested US\$160,000 toward this four-year research effort. University of Minnesota and General Mills researchers have been collecting data



△ Researchers from the Xerces Society for Invertebrate Conservation, the University of Minnesota and General Mills discuss progress monitoring bee health in Le Sueur, Minnesota.

from the site to monitor bee health, what they eat and how far they forage, and their honey production. Researchers are now analyzing data and will share results with others in the scientific community.

- **Nourishing Bees:** In September 2015, we renewed our support for the University of Minnesota’s Nourishing Bees and Mite Not projects with an additional US\$100,000. 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 what

sources of protein are more effective in helping bees fight off diseases. Results as of September 2015 indicate that bees consuming higher-protein, natural pollen are more robust, and protein substitutes are useful when adequate sources of natural pollen are unavailable.

- **Mite Not:** Parasitic mites on bees are considered a significant contributor to 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.

**Habitat collaboration:** In 2015, we extended our support for [Conservation](#)

[Marketplace](#) with an additional \$50,000 to add 10-15 new bee-friendly habitat sites, primarily in rural, nonagricultural land. We began supporting Conservation Marketplace in 2013 with funding for 20 acres of wildflowers and grasses at 10 sites across Minnesota. In 2015, representatives from General Mills and the Xerces Society evaluated those pollinator plots and met with landowners to suggest improvements to benefit native pollinators.

**Neonicotinoid impact:** In May 2015, the U.S. Interagency Presidential Pollinator Health Task Force issued a [national strategy](#) to provide a comprehensive approach for 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

**\$4+ million**  
General Mills has invested more than **US\$4 million** since 2011 to support pollinator and biodiversity efforts.

## How bees contribute to General Mills products

### Products pollinated by bees



Cascadian Farm fruit



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



Cascadian Farm cereal

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



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, improved and expanded pollinator habitat, and protection from pesticide exposure.

We recognize the concern about the unique role of neonicotinoid pesticides in pollinator health decline. General Mills supports further study of this important issue as outlined in the 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. This work is in progress, and an action plan will be developed in 2016. Learn more about this effort in the following content about integrated pest management research.

## 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.

**Supply chain:** 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 crops. Our suppliers use their own IPM programs. Through our work with Field to Market, we are helping



△ [At the original Cascadian Farm, the Xerces Society planted two wildflower meadows and one wildflower field border, put in place cover crops in fallow fields to improve the soil and increase biodiversity, and implemented an integrated pest management plan for the entire farm.](#)

growers capture information about pesticide use, including energy used in the application of pesticides and GHGs (embedded in the manufacturing of pesticides).

**Research:** We are working with the Xerces Society for Invertebrate Conservation, Iowa State University and the U.S. Department of Agriculture Natural Resources Conservation Service (NRCS) on a new project launched in June 2015 to improve integrated pest management practices for corn and soy. The project includes developing and sharing IPM technical assistance with NRCS conservationists, Iowa farmers, pesticide applicators, certified crop advisors and other landowners to improve the sustainability of corn and soybean crops.

## Biotechnology and food

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 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 [UN World Health Organization \(WHO\)](#) that the development of genetically modified organisms (GMOs) offers the potential for increased agricultural productivity and 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 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 respect these consumer values and offer products that do not contain ingredients produced using biotechnology. We offer organic and non-GMO alternatives in most of our major categories in the U.S.

**G4-EC1, EN12, EN13, EN27, PR6**

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



# 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.

**Challenges:** Agriculture uses 70 percent of global freshwater withdrawals. Conserving water resources and improving availability are crucial for the environment and for our business.

**Approach:** In addition to reducing water use in our operations (see story 4D in this report section), we continue to apply our four-phase approach to water

stewardship 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 access to meet the needs of our facilities also support demands from agriculture, municipalities, other industries and ecosystems; improving the health of these watersheds requires significant collaboration. We are advancing our efforts to address these larger issues through our partnership with [The Nature Conservancy \(TNC\)](#). Together, we are moving ahead with formulating and implementing our global water stewardship strategy as we identify additional partners to advance this work.

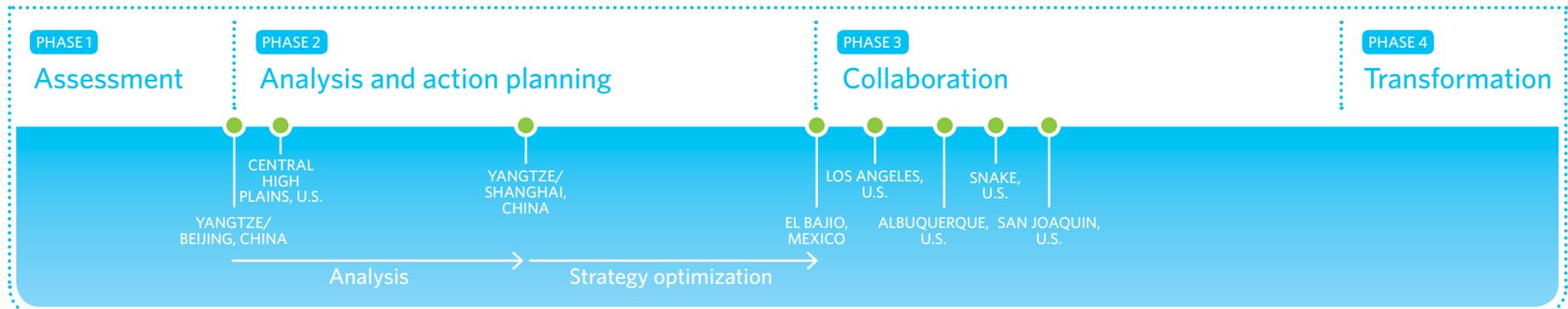
**Water policy:** In November 2014, we introduced a formal [water policy](#) to provide a framework for engaging with stakeholders and improving the health of watersheds that are critical to our business. The policy outlines our commitments and actions to address water use in our direct operations and in collaboration with suppliers and external partners. The policy also covers responsible governance, disclosure and advocacy related to water stewardship.

**Leadership:** We signed the [CEO Water Mandate](#) in fiscal 2015, joining a group of business leaders, governments and other stakeholders working with the United Nations (UN) to advance water stewardship.



△ Ellen Silva, General Mills Applied Sustainability Senior Manager, participated in a panel discussion at World Water Week in Stockholm in August 2015 on measurement of corporate water stewardship practices. (photo credit: Pacific Institute)

### Performance dashboard: Water





For example, at [World Water Week](#) in August 2015, General Mills participated in a corporate water stewardship working session on the implications of UN sustainable development goals related to water. Our water stewardship priorities support UN targets for water-use efficiency across all sectors – and sustainable withdrawals and supply of freshwater in particular – through our focus on sustainable watersheds and aquifers for nature, communities and industry.

**Progress:** Our four-phase approach to sustainable water use throughout our supply chain includes assessment, analysis and action planning, collaboration, and transformation. In 2015, our water stewardship efforts in many of our key watersheds moved from Phase 2 (analysis and action planning) to Phase 3 (collaboration).

### PHASE 1 Assessment

**Objective:** A study of key operation and growing region watersheds  
In partnership with TNC, we completed our global water risk assessment of all General Mills production facilities and growing regions. Begun upon 2012, these assessments built upon our supply chain risk analysis work with the World Wildlife Fund in 2010. Using this clear picture

### 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 Bajío, 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).

\*\* With the sale of Green Giant in November 2015, the El Bajío watershed work will be deprioritized.

of the most at-risk watersheds within our supply chain, we are proceeding with Phases 2 and 3. At the same time, we periodically review these results against new information to ensure that we address watersheds with greatest stress and materiality to General Mills.

### PHASE 2 Analysis and action planning

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

Working with TNC hydrologists, we have completed deep analyses of many of our key at-risk facilities and growing areas. We are now focusing on:

- **China** is an important growth area for General Mills. In Shanghai, where we opened a new *Yoplait*® yogurt production facility in 2015, we have completed our assessment of the Kunshan region of the Yangtze River watershed area and are developing an action plan. We are making plans to begin analysis of the Beijing area

of the Yangtze River watershed, where we make *Wanchai Ferry* dumplings.

- **In the U.S. Central High Plains**, where General Mills sources wheat and dry-milled corn, we will begin analysis of the region’s watershed in 2016.

### PHASE 3 Collaboration

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

We continue to identify and work with partners to implement changes based on our Phase 2 analyses of high-risk areas:

- **In California**, where we have production facilities and source many ingredients from farmers across the state, we work with multiple partners to address significant water risks. We are



△ General Mills joined other members of the California Water Action Collaborative in touring tomato fields and wildlife preserves throughout central California to identify opportunities for collaboration.



“More than ever, the voice of companies such as General Mills is critical in conversations surrounding water scarcity challenges and the urgency for innovative water management policies and solutions.”

– Kirsten James, Senior Manager, California Policy and Partnerships, Ceres, Inc.



collaborating with TNC to fund their work in groundwater management best practices; that work is being shared with groundwater planners statewide. Through our participation in the [California Water Action Collaborative \(CWAC\)](#), we are sharing vital information with others who depend on the Los Angeles and San Joaquin watersheds, and learning from them as well. This diverse group of food and beverage companies, suppliers and conservation organizations is identifying overlapping areas of water stewardship interest and action so we can achieve goals faster with greater impact. General Mills also is funding research conducted by [Sustainable Conservation](#), an NGO supporting farmers in California's Central Valley who rely on the San Joaquin watershed, to enable groundwater recharge on active farm fields, an innovative approach to capture flood waters for use in dry years. In 2015, we also signed onto [Connect the Drops](#), a campaign established by the sustainability advocacy organization [Ceres](#), that brings together businesses from many sectors to encourage California policymakers to embrace innovation and invest in solutions for conserving, reusing and maximizing the state's water supply.



△ An Idaho farmer examines soil health and moisture content as he transitions his field to no-till farming. General Mills supports TNC's efforts to help farmers adopt practices that conserve water and improve soil quality. (photo credit: John Roach)

- **In Idaho**, we worked with TNC to conduct an in-depth review of the Snake River watershed, which supports a key wheat growing region, and shared the detailed analysis with regional stakeholders in fiscal 2015. Now we are moving ahead with collaborative action. We are helping to fund a south-central and eastern Idaho project to quantify the effectiveness of water conservation practices, such as variable-rate irrigation, under different field conditions. Led by TNC, the program began conducting workshops in August 2015 to help farmers implement practices that reduce groundwater withdrawals in the upper and middle Snake regions and improve the sustainability of farming



△ A TNC researcher in Idaho monitors groundwater levels and water quality to determine watershed health. (photo credit: The Nature Conservancy)

operations. Producers are encouraged to implement a combination of practices, such as use of cover crops, no- or low-till farming, and wetland creation, which complement water conservation efforts and enhance soil health, wildlife habitat and water quality. The project brings together growers and corporations working in the area to address declining water levels and watershed health.

- **In New Mexico**, we worked with TNC to understand challenges affecting the watershed surrounding our Albuquerque facility. Now we are contributing to the [Rio Grande Water Fund's](#) work to help advance water conservation and education efforts in the community.

- **In Irapuato, Mexico**, we worked with TNC to conduct an in-depth analysis of the El Bajío watershed, where some of our *Green Giant* vegetables are grown and packaged. We are sharing with others the work we have done to develop action plans for stabilizing and improving the health of this watershed. Our continued work in this region will be affected by the sale of our *Green Giant* business. We're proud of the work we've done that will help others in the region continue to move ahead toward greater sustainability.



△ The Nature Conservancy is our strategic partner in water stewardship.

## PHASE 4 Transformation

**Objective:** *Implement water stewardship program*

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

**G4-EN9, EN27, SO1**



“General Mills understands that good water stewardship is good for business and can improve the communities where the company operates, mitigate business risk and protect its supply chain. The Nature Conservancy is pleased to work with General Mills to address water risks across the world and find local solutions that work for both people and nature.”

– Ben Packard, Managing Director, Corporate Engagement, The Nature Conservancy



# 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. Our [Policy on Human Rights](#) describes our beliefs and approach. As part of our commitment to respecting human rights throughout our supply chain, we are members of 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



△ AIM-PROGRESS members gathered at General Mills in June 2015 to share best practices and advance efforts to promote responsible supply chains.

[United Nations Global Compact \(UNG\)](#) 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 around 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 launched our Policy on Human Rights, and we updated our Supplier Code of Conduct after benchmarking with peers to address emerging issues and General Mills' mandatory requirements related to responsible sourcing. Early in fiscal 2016, internal training was conducted to familiarize employees with the new Code, and further efforts are being made to integrate the Code into existing sourcing processes and tools. Suppliers were also

informed of our new Code through a number of communication avenues.

**Assessment:** In 2012, we completed our first audit cycle of finished goods producers, including our own facilities and co-packers. The second audit cycle began in fiscal 2013. In fiscal 2015, we completed 63 audits globally using third-party auditors, and our scope was expanded to include joint ventures.

In 2013, we increased the scope of our responsible sourcing program to include raw material suppliers. We completed a risk assessment of 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. To build upon our understanding of supplier segmentation, we joined the [Supplier](#)



△ We support safe and healthy working conditions across our supply chains.



### Supporting women's empowerment

General Mills signed onto the [UN Women's Empowerment Principles in 2015](#). For more details, see page 8.

[Ethical Data Exchange \(SEDEX\)](#) in fiscal 2015 and began supplier outreach.

**Principles:** Guided by the 1998 ILO 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. 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.\*

**Impact:** US\$567 million spending in fiscal 2015 with diverse suppliers, a 4 percent increase vs. 2014.

**Long-standing commitment:** Our commitment to working with diverse suppliers has been in place since the 1960s. Our supplier diversity efforts reflect our commitment to create jobs and foster economic development in the communities where we operate. Fulfilling this commitment is important to our shareholders, our diverse

consumer base, the communities in which we operate and, ultimately, the success of our company. Our strategies deliver measurable improvements in diversifying our supplier base.

**Progress:** During the past 10 years, General Mills has spent more than US\$5 billion with diverse suppliers, and our annual spending

has grown 5 percent compounded annually. In 2015, spending increased 2 percent with both women- and minority-owned businesses. Learn more about diversity and inclusion at General Mills in the [Workplace](#) section of this report.

**G4-EC1, EC9**

\*Organizations owned by minorities, women, veterans and lesbian, gay, bisexual and transgender business owners.

## Sweet Harvest Foods: Spreading opportunity in Brazil and Sierra Leone

General Mills has been purchasing honey from [Sweet Harvest Foods](#) since 1998. We also support the company's outreach efforts to help smallholder farmers develop sustainable beekeeping businesses in Sierra Leone and Brazil.

**Growing industry:** In Sierra Leone, the Sweet Harvest Foods Africa Uplift project is helping to build scale in the growing honey industry. As part of this effort, General Mills and Sweet Harvest Foods helped establish Mel-O Africa as a registered business in Sierra Leone, contributing to the economy and local tax base. To date, 5,000 smallholder farmers have been trained as beekeepers. During 2015, 1,000 of those farmers and their bees produced enough honey to fill 260 55-gallon drums, totaling 14,300 gallons. General Mills plans to purchase all honey produced through

the project. The rest of the beekeepers are preparing to contribute during the next harvest season. General Mills also has helped fund beekeeping equipment, including bee suits, supplies, tools and jugs. By the end of the 2016 harvest season, we expect to have purchased 1,000 drums containing 55,000 gallons of honey from these farmers. The honey is produced organically without herbicides or



△ In Northern Sierra Leone, Sweet Harvest and Mel-O Africa staff met with beekeepers, the chief and elders of Falaba, the largest honey-producing village in the program, about needs for future honey storage, bee suits and other tools.

fungicides; and the team is working toward achieving organic certification in 2016.

**Income and education:** Honey is an important supplemental source of income that increases food security and enables families to pay school tuition for their children. This growing honey industry also provides employment in the community. General Mills helps fund Africa Uplift educational programs, including a high school science teacher, apiculture curriculum and honey collection training centers.

**Banking:** Building on the Africa Uplift project, the [International Fund for Agricultural Development \(IFAD\)](#), a micro-loan organization, is helping establish local banks in the villages of Falaba and Timbakor. Using these banks, smallholder farmers can deposit and borrow funds to build their apiary enterprises.



△ Beekeepers in Sinkunia village produced more than 2,000 pounds of pure honey, stored in 16-gallon jugs.

**Reducing deforestation:** The beekeepers are petitioning local chiefs to prohibit logging in order to protect the flowering trees that provide essential nectar and bee habitat.



## 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 our animal welfare policy covering milk, egg and pork production, as well as topics like antibiotic use and animal testing.**

In 2015, we made significant updates to our [Animal Welfare Policy](#). Key enhancements include:

- We expanded our commitment to provide the “five freedoms” of animal welfare to all animals across our supply chain. These include freedom from hunger, thirst and malnutrition; discomfort; pain, injury and disease; fear and distress; and the freedom to engage in normal patterns of animal behavior. We had previously acknowledged the five freedoms as part of our dairy sustainability work in Europe; now that commitment is global across all animals in our supply chain.
- Building on our current sourcing of free-range eggs for all Häagen-Dazs ice cream in Europe, we are working toward procuring 100 percent cage-free eggs for our U.S. operations by 2025.
- We are working to better understand and address other animal welfare issues, such as pain relief during castration,

tail docking in pork production, and fast growth-related complications for broiler chickens and turkeys.

**Egg production:** Eggs are an important ingredient in many of our products, and we strive to ensure that the hens laying these eggs are treated humanely. In 2015, we took a major step forward on our commitment to animal welfare as it relates to egg production. In July, we announced our commitment to work toward sourcing 100 percent cage-free eggs for our U.S. operations. This step is in addition to our existing commitment for Häagen-Dazs – General Mills’ largest international business – which sources only 100 percent free-range eggs for all its ice cream produced in Europe, while continuing to support and source local ingredients from local farmers and suppliers. As a result of the U.S. Avian Influenza outbreak during the summer of 2015, we committed to working with our suppliers to develop



△ We support humane treatment of the hens that lay eggs used in our products.

a timeline for our U.S. commitment to 100 percent cage-free eggs.

After consulting with our suppliers, in November 2015 we updated our commitment to work toward 100 percent cage-free eggs for our U.S. operations by 2025. We’ve already made great strides toward this goal. To date, about 40 percent of our egg purchases globally are either cage-free or free-range. (We are using the terms as they are commonly understood in their markets – cage-free in the U.S. and free-range in Europe.)

**Dairy production:** General Mills supports the use of polled genetics breeding programs to promote naturally hornless cattle, thereby eliminating the need for dehorning. We also are working to better understand the issues related to tail docking in the dairy industry. In 2015, we were pleased to see the National Milk Producers Federation decision to accelerate its deadline for ending the routine practice of tail docking to January 2017, after which it will no longer be acceptable on farms participating in its [FARM Program – Farmers Assuring Responsible Management](#).

**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.

**G4-FP11, FP12**



**We will source 100 percent cage-free eggs for our U.S. operations by 2025, matching the 100 percent free-range eggs used for all Häagen-Dazs ice cream produced in Europe.**



4

# Improve environmental performance of our operations

## Overview

This was the final year of performance against our fiscal 2015 targets. We achieved our targets related to greenhouse gas (GHG) emissions and packaging. We fell short in energy, product transport, water and solid waste. See summary information in the table below, including key performance drivers, as well as details about our programs and performance throughout this section. We remain focused on continuous improvement processes in all of these areas and have established several new targets for 2020 and beyond (see next page).

### Performance dashboard: Operations

	FY2015 target (% rate reduction from FY2005)**	FY2015 excluding Yoplait/Yoki acquisitions*** (% rate reduction from FY2005)	FY2015 including Yoplait/Yoki acquisitions*** (% rate reduction from FY2005)	Performance drivers
 <b>GHG emissions rate*</b> (metric tons CO <sub>2</sub> e/metric ton of product)	20%	13%	23%	Significant use of renewable energy sources in Yoki operations and our ongoing commitment to energy efficiency enabled us to exceed our target.
 <b>Energy usage rate*</b> (kilowatt hours/metric ton of product)	20%	7%	10%	Growth in products with higher energy intensity (such as Greek yogurt), as well as fixed energy usage across lower production volumes, has adversely impacted this rate.
 <b>Transportation fuel usage rate*,**</b> (% fuel reduction/metric ton of product shipped)	35%	25%	25%	Despite not reaching our goal, we made significant progress in fuel efficiency with our carriers, optimized our transportation modes and improved logistics planning.
 <b>Water usage rate*,**</b> (cubic meters/metric ton of product)	20%	10%	-20%	High water use in yogurt manufacturing and associated cooling systems at Yoplait International have significantly increased our water usage rate.
 <b>Solid waste generation rate*</b> (metric tons solid waste/metric ton of product)	50%	43%	38%	While we did not achieve our goal, our facilities accomplished significant improvements in solid waste reduction through ongoing focus on reuse and recycling.
 <b>Packaging improvement rate*,**</b> (% of packaging volume improved)	60%	69%	70%	An ongoing, companywide focus on packaging innovation and design for increased material and process efficiency enabled us to achieve our goal one year early.

\*Rate-based and absolute data on GHG emissions, energy, water and solid waste generation in this section are from wholly owned or controlled production facilities on a global basis. Data includes production facilities from our Green Giant and Le Sueur brands, which during early fiscal 2016 General Mills announced it will sell to B&G Foods. Solid waste data in this section is from production and excludes waste associated with construction as well as non-production activities such as new product trials. Transportation fuel usage data covers outbound shipments in the United States by our logistics service providers. Packaging improvement data is 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.  
 \*\*\*General Mills acquired Yoplait International in fiscal 2012 and Yoki in fiscal 2013.



## Targets for 2020 and beyond

Several new and ongoing targets will drive environmental improvements in our operations in the coming years:



Reduce absolute GHG emissions across our value chain by 28 percent by 2025, compared to 2010\*

Leveraging our Zero Loss Culture process at our production facilities, continuously improve:



Energy usage rates



Solid waste generation rates



Water usage rates



Achieve zero waste to landfill at:

- 30 percent of our production facilities by 2020
- 100 percent of our production facilities by 2025



Continue to reduce U.S. fuel usage to support progress towards General Mills' value chain GHG emissions reduction target\*



Use sustainable packaging design to support progress toward General Mills' value chain GHG emissions reduction target\*

\*Learn more about our GHG targets and implementation plan in our [climate change](#) section and on our [website](#).

## Our approach: measure & reduce

We track our environmental footprint, work to reduce our global impact and report progress

### Environmental and safety 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.

To enhance consistency across General Mills, our Global Safety and Environment team publishes worldwide standards on topics such as personnel safety and environmental issues. Our Management Commitment and Responsibilities Standard helps to ensure the presence and maintenance of foundational elements of our environmental and safety management system (ESMS). This supports a “zero-loss culture” by leading with safety, developing strong leaders and driving foundational system excellence.

We track and manage environmental and safety incidents, tasks and performance data using our Global Safety Tracking and Environmental Management

### Production sites\*\*



General Mills operates production sites around the world, primarily in the United States, Europe, Latin America and China.

\*\*Some of these locations were divested after the end of General Mills' fiscal 2015.



System (GSTEMS), a global online information management platform used by more than 95 percent of our production facilities worldwide. At each facility, we use scorecards to document and report progress.

Our Global Auditing, Self-Assessment and Compliance Assurance Standard requires each site to complete annual self-assessments on regulatory and company standards. These are followed by periodic corporate verification audits, focused on environment, health and safety regulatory compliance, as well as management system effectiveness. We report identified issues using GSTEMS, develop appropriate corrective and preventive actions, and promptly resolve open items.

**Sustainability and business value:** Our sustainability initiatives 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 examples in the [Reduce energy usage](#), [Reduce water usage](#) and [Reduce solid waste generation](#) sections.

**\$200+ million**  
Amount saved since 2005 through proactive sustainability initiatives across the value chain, such as energy efficiency, transportation efficiency and packaging reductions

These efforts support two key business strategies. The first, Continuous Improvement (CI), focuses on loss elimination and is our zero-loss culture approach. CI encourages employee ownership of company processes – from production facility workers to executive management – to end and prevent waste in every part of our business. 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 increasing 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 helps us to maintain consumer prices and 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. Sustainability initiatives have contributed substantially to our progress. Since 2005, we have saved more than US\$200 million through proactive sustainability initiatives across the value chain, such as energy efficiency, transportation efficiency and packaging reductions.

**G4-42, 48**



△ The content in this section relates primarily to the Packaging Supply Chain, Converting and Shipping phases of our value chain. For a more detailed view of our value chain, see page 7.

**G4-12**



## 4A 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 2015, the same as in 2014, and surpassed our target.<sup>1</sup>

**Key drivers:** Recent progress against our goal is largely due to significant use of renewable energy sources at our Yoki facilities and our ongoing commitment to energy efficiency.

### Approach

As a global food company, General Mills recognizes the risks that climate change presents to humanity, our environment and our livelihoods.

We take a broad approach to addressing 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. See page 34 for more information about our holistic approach.

About 11 percent of the GHG emissions associated with our value chain are Scope

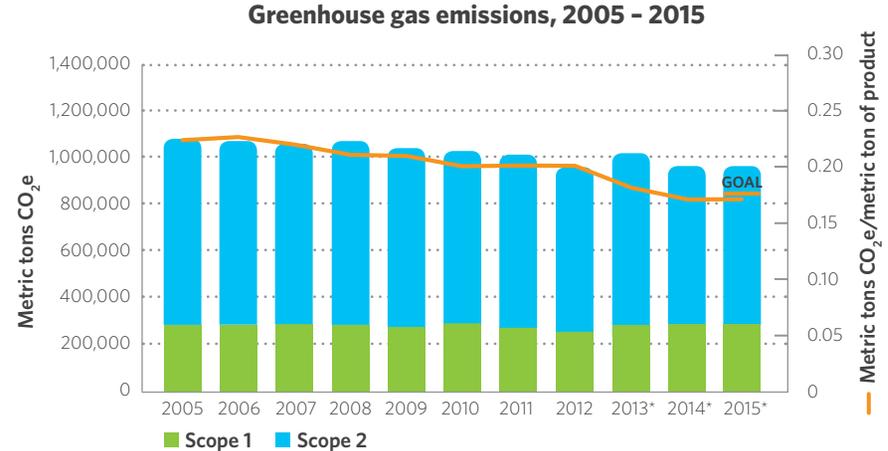
1 and Scope 2, from our directly controlled operations. Although this is a relatively small part of our overall footprint, we are committed to reducing emissions whenever we have the opportunity.

Since 2005, we have decreased our absolute Scope 1 and Scope 2 GHG emissions by 11 percent, while net sales rose 57 percent. During this period, emissions decreased by 14 percent, not including Yoki and Yoplait.

Most of these emissions are from burning fossil fuels (natural gas, fuel oil and propane) at our facilities and from the generation of purchased electricity. Therefore, 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.

Use of innovative technologies is central to our approach. In fiscal 2014, we installed an anaerobic digester at our Murfreesboro, Tennessee, facility that uses self-renewing bacteria to convert the whey byproduct from Greek style yogurt production into a combustible biogas. In fiscal 2015, this project had the following environmental and financial benefits:

- Produced methane biogas, used to generate electricity equivalent to more than 10 percent of the power



\*Data for 2013-2015 include production facilities gained in the acquisition of Yoki and Yoplait. See the Environmental Data Summary on page 104 to view data for 2013-2015, not including those acquisitions. We updated emission factors for fiscal 2014 (which also apply to fiscal 2015) to reflect improvements in the power generation industry.

consumed by the entire facility; waste heat recovery from the system reduced site natural gas use by 10 percent.

- Decreased GHG emissions by more than 9,000 metric tons of carbon dioxide equivalent (CO<sub>2</sub>e) as coal-generated electricity was replaced by biogas.
- Removed 15 truckloads of whey byproduct per day from the roads, saving about 95,000 liters of diesel fuel and avoiding another 250 metric tons of CO<sub>2</sub>e emissions.
- Returned 130,000 cubic meters of water to the watershed.
- Saved US\$2.4 million through energy generation and alternative waste processing.

We have implemented numerous renewable energy initiatives at other facilities worldwide that meet financial guidelines and support our environmental objectives: We produce steam from burning oat hulls in Fridley, Minnesota; generate electricity with onsite solar panels at five locations globally; and use renewable energy sources including wood at four of our Yoki sites in Brazil. Overall, we generated more than 138 million kWh of renewable energy onsite in 2015, almost 5 percent of our total energy usage. We continue to review and pursue renewable energy projects at our facilities worldwide.

**G4-16, EC2, EN15, EN16, EN17, EN18, EN19**

<sup>1</sup>The statement of progress against the 2015 target, which is normalized to production, represents wholly owned or controlled production facilities globally and includes Yoki and Yoplait.



## 4B Reduce energy usage

Improve the energy efficiency of our 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 2015, unchanged since 2014, and falling short of our target.<sup>2</sup>

**Key drivers:** Our recent performance and inability to achieve our energy usage rate goal is due largely to strong growth in products with relatively higher energy intensity, 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. Our main sources of energy are natural gas (52 percent of the total) and electricity (42 percent). Five percent of our energy is from onsite renewable fuels.

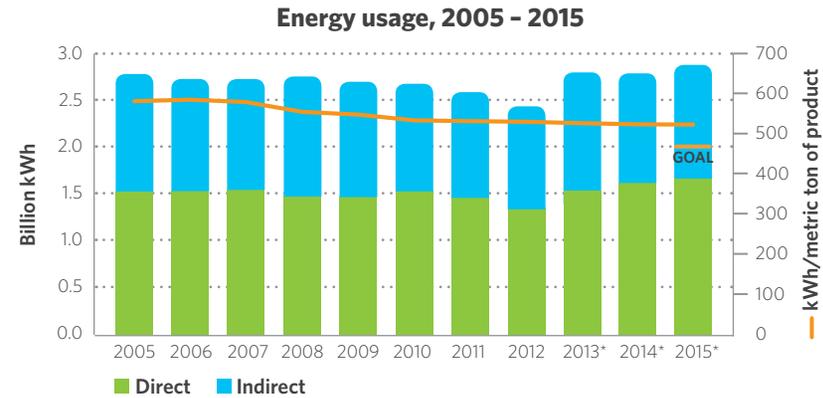
To motivate ongoing improvement, all General Mills production sites have annual targets to reduce energy use by 2 percent normalized to production. We collect and share sustainability best

practices across our locations, such as dryers, ovens and freezers optimization, heating and cooling system improvements, and lighting replacement innovations.

Our absolute energy usage increased by just 5 percent since 2005, while net sales rose 57 percent. During that period, energy usage decreased by 9 percent, not including Yoki and Yoplait.

### Improving energy efficiency companywide

Understanding energy use is essential to ongoing improvement, and the Five-Step Energy Reduction Process (see graphic below) is key to our approach. The 19 plants participating in this global program, including nine added during 2015, represent 68 percent of our global energy use from manufacturing. We plan to launch this program at more



\*Data for 2013-2015 include production facilities gained in the acquisition of Yoki and Yoplait. See the Environmental Data Summary on page 104 to view data for 2013-2015, not including those acquisitions.

locations in the near future and expect this initiative to save about US\$20 million in energy use over the next several years.

In fiscal 2015, we implemented more than 300 projects at 17 sites through the Five-Step Energy Reduction Process. These saved over 132 million kWh, delivered

US\$5.3 million in HMM reduction and avoided nearly 38,000 metric tons CO<sub>2</sub>e of GHG emissions. Compared to fiscal 2014, this is an 86 percent improvement in energy savings and a 56 percent increase in avoided GHG emissions. The Five-Step Energy Reduction Process has

### Five-Step Energy Reduction Process



<sup>2</sup>The statement of progress against the 2015 goal, which is normalized to production, represents wholly owned or controlled production facilities globally and includes Yoki and Yoplait.



identified future projects with similar or greater projected potential savings.

Examples from the year include:

- **Covington, Georgia** – This cereal plant installed a heat recovery system that captures hot steam from a roof exhaust system. This provides 85 percent of the plant’s hot water at no charge, saving US\$150,000 annually, reducing energy use by 5 million kWh and decreasing the site’s GHG emissions by 2 percent. We plan to implement this approach at other sites in the coming years.
- **Cedar Rapids, Iowa** – At General Mills’ largest production facility, a project was implemented to recapture waste



△ Duplex hot water heat recovery exchanger in Cedar Rapids, Iowa.

heat to warm ingredient water and use in dehumidification processes. This innovation will save approximately US\$445,000 and more than 18.4 million kWh per year. It is also reducing water consumption by more than 8,300 cubic meters per year and preventing the release of approximately 5,500 metric tons of CO<sub>2</sub>e emissions annually. We are evaluating similar heat recovery projects at 14 other sites that could save about US\$2 million annually. Our company was recognized by the U.S. Department of Energy for leadership in energy savings through innovative technologies. [Learn more.](#)

- **Kansas City, Missouri** – This facility, which produces *Bisquick* and other flour products, was the first mill to join the Five-Step Energy Reduction Process. After extensive analysis, the location converted electric water heaters to gas; upgraded lights from high wattage metal halide and fluorescent lamps to LED; and tested production equipment settings to reduce energy use. These enhancements and others will decrease energy use by 791,000 kWh annually and save US\$60,000. During fiscal 2016, the site plans to implement additional improvements, increasing savings to 1 million kWh and US\$75,000 per year.

Beyond the Five-Step Energy Reduction Process, all of our facilities globally pursue

energy efficiency activities to save money, decrease environmental impact and drive progress toward our energy reduction goal.

Green building design also improves our performance in energy use, as well as water and waste. As of the end of fiscal 2015, about 12 percent of the square footage at our world headquarters was certified as LEED or LEED Commercial Interiors, and approximately 30 percent of the space in our North American distribution centers was certified 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 of our U.S. production facilities by 2022, compared to 2012. Through 2015, we achieved an 11 percent decrease.

During the year, two General Mills employees globally received recognition 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**

**132+**  
**million kWh**

Amount saved in fiscal 2015 by more than 300 projects at 17 sites through the Five-Step Energy Reduction Process



## 4C Reduce transportation fuel usage

Improve transportation efficiency



### Progress

**Target:** Reduce U.S. fuel usage rate by 35 percent by 2015 (2009 baseline).

**Performance:** We reduced this rate by 25 percent through 2015, an improvement from 22 percent in 2014, yet missing our target.<sup>3</sup>

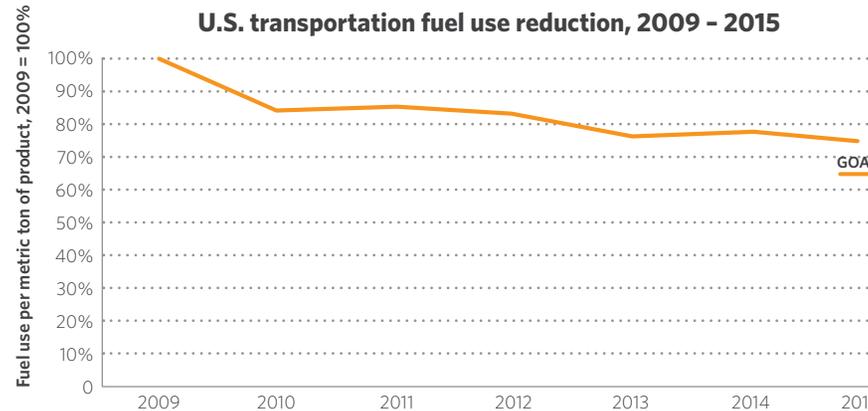
**Key drivers:** During fiscal 2015, increases in carrier fuel efficiency and changes to shipped product mix (which raised capacity utilization) contributed to performance gains.

### Approach

Transporting our products is a significant source of GHG emissions, representing an estimated 16 percent<sup>4</sup> 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 transportation modes

In 2015, 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 intermodal usage remained constant last year, it increased from 13 to 19 percent of total interplant shipments in North America between 2011 and 2015.

Examples during the year included:

- Increased rail use for flour shipments from 55 percent in fiscal 2014 to 83 percent in fiscal 2015 on an 850-mile route from Avon/Carlisle, Iowa, to Buffalo, New York, decreasing truck trips by nearly 190.
- Increased intermodal use for flour shipments from 61 percent in fiscal 2014 to 100 percent in fiscal 2015, on an 840-mile route from Kansas City, Missouri, to Social Circle, Georgia, eliminating more than 290 truck trips.
- Increased intermodal use for snacks and cereal shipments from 36 percent in fiscal 2014 to 74 percent in fiscal 2015, on a 1,760-mile route from

Kentwood, Michigan, to Calgary, Canada, resulting in 105 less truck trips.

### Using innovative technologies

Innovative vehicle technologies can also improve environmental performance. At our Martel, Ohio, production facility, we partnered with a carrier to use lightweight truck cabs to transport flour. As a result, between 2014 and 2015, we were able to increase the weight of products in each shipment by nearly 8 percent, reducing GHG emissions by a corresponding amount.

Expanding on a pilot program launched in 2013, General Mills used 20 new semitrailers powered by compressed natural gas to transport products to some U.S. retail customers as of May 2015. The trucks traveled more than 136,000 miles in 2015, a 140 percent increase compared to 2014. During the year, this

shift reduced diesel consumption by over 23,000 liters and associated GHG emissions by 28 percent per shipment. While these trucks represent less than 1 percent of our truck capacity, we are evaluating the scalability of this technology.

### Improving logistics planning

Working with supply planning teams in each of our divisions, we continued to decrease our total transport costs for customer freight 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 the number of empty trucks on the road.

During 2015, we expanded use of load optimization software to four new sites to improve overall shipping efficiency. This technology takes into account product mix to optimize shipment weight and volume,



△ Use of rail for flour transport in Kansas City, Missouri.

<sup>3</sup>Transportation fuel use data covers outbound shipments in the United States by our logistics service providers.

<sup>4</sup>This includes the transport of purchased goods from suppliers to General Mills' facilities and the transport of General Mills' products from our facilities to retailers.



decreasing the number of truck trips needed by up to 23 percent. At one of the new sites, we increased capacity utilization by 4 percent, eliminating 101 truck trips.

We continually work to minimize the practice of handling products multiple times – including at intermediate storage locations – which increases environmental impact and lowers operational efficiency. In fiscal 2015, by improving inventory planning and on-site storage at our facility in Belvedere, Illinois, we decreased surge

volume shipments to Americold Overflow by 24 percent compared to the prior year. This eliminated more than 500 truck trips and 1,500 miles of unneeded transport.

### Collaborating to streamline shipments

We collaborate across General Mills and with our suppliers and customers to reduce transportation impact. In fiscal 2015, we increased average customer-bound truck capacity utilization to 77.3

percent, compared to 74.6 percent the prior year. Through our Direct Plant Ship program, we provide customers incentives to accept full truckloads of some finished products directly from our plant, instead of from our distribution centers. During fiscal 2015, this eliminated more than 20,000 truck trips and reduced miles driven by more than 3.8 million.

We prioritize using shippers with strong environmental credentials. In North America, 90 percent of our road

transport by spend (between plants and to customers) and more than 60 percent of our intermodal shipments are with [SmartWay](#) certified carriers.

G4-EN19, EN30

**20,000+**  
Number of truck trips eliminated by our Direct Plant Ship program, saving more than 3.8 million miles driven

## 4D 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 20 percent through 2015, compared to a 17 percent increase in 2014, failing to meet our target.<sup>5</sup>

**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. During the last few years, production downtime and additional cleaning requirements have also added to increased water consumption rates. These factors were only partially offset by savings at several facilities.

### Approach

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 during every phase, from watershed to production, and identify opportunities to increase efficiency and conservation. See page 8 for a description of our broad approach and

page 55 for more information about our efforts, including external collaborations, to champion the restoration of high risk watersheds in our supply chain by 2025.

Our main uses of water 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, we take every opportunity to reduce consumption. We track water consumption at each of our locations to identify areas of high usage and identify opportunities for improvement. Every production facility has a target to decrease water use by 1 percent each year, normalized to production.

Our absolute water withdrawal increased by 42 percent since 2006, while net sales rose 51 percent. During this

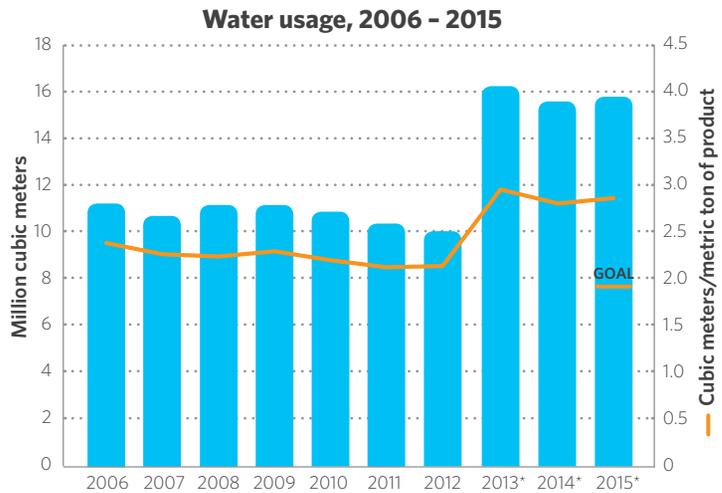
period, water usage decreased by 10 percent, not including Yoki and Yoplait.

We share best practices across sites to maximize benefits companywide. To better understand our opportunities to increase water usage efficiency, we have adapted the Five-Step Energy Reduction Process (see [Reduce energy usage](#)) to also apply to water. During 2015, we launched this process at our Murfreesboro, Tennessee, site and plan to introduce it to our Carson, California, facility in 2016.

Locations with water savings initiatives in 2015 included:

- **Berwick, UK** – Through changes in sanitation frequencies, staff training on equipment, increased use of dry cleaning methods and other enhancements, this dough-producing facility reduced water usage by 7 percent

<sup>5</sup> The statement of progress against the 2015 target, which is normalized to production, represents wholly owned or controlled production facilities globally and includes Yoki and Yoplait.



\*Data for 2013-2015 include production facilities gained in the acquisition of Yoki and Yoplait. See the Environmental Data Summary on page 104 to view data for 2013-2015 not including those acquisitions.

in 2015 compared to 2014, saving 18,700 cubic meters of water and approximately US\$40,000 annually.

- **Carson, California** - This facility is in one of our priority watersheds (see page 55 for more details about our watershed initiatives). The location reviewed its water consumption data and regulatory requirements regarding dairy equipment sanitation. Based on this analysis, we modified the site's cleaning schedules and practices, reducing water use without impacting product quality. During the year, the plant reduced its water usage by almost 21,000 cubic meters, saving US\$200,000 in water, chemicals and utility fees.

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

**G4-16, EN8, EN9, EN10, EN27**



△ System that regulates chemical and water usage during cleaning processes at our facility in Carson, California.

## 4E 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 38 percent through 2015, compared to 41 percent in 2014, falling short of our target.<sup>6</sup>

**Key drivers:** During 2015, we continued to focus on food waste reduction from operations and moving recyclables to higher value markets including reuse. We were challenged by decreased production volumes and additional waste related to product changes that affected our reduction rates. We continue to push toward zero waste.

<sup>6</sup> The statement of progress against the 2015 target, which is normalized to production, represents wholly owned or controlled production facilities globally and includes Yoki and Yoplait. Solid waste data in this section is from production and excludes waste associated with construction as well as non-production activities such as new product trials.

### Approach

To reduce waste and related environmental impacts in our operations, we use the hierarchy below:

This year, we established targets to achieve zero waste to landfill at 30 percent of our production facilities by 2020, and 100 percent by 2025. Worldwide, at the end of fiscal 2015, four General Mills production facilities (about 6 percent of the total globally) met our zero-waste-to-landfill criteria by reusing, composting or recycling at least 90 percent of all waste (the remainder is incinerated for energy recovery). These sites included Chanhassen, Minnesota, U.S.; Midland, Ontario, Canada; Berwick, U.K.; and Landes, France.

**REDUCE WASTE** at the source by improving process efficiency and targeting opportunities for improvement.

**REUSE WASTE** for beneficial purposes when possible.

**RECYCLE WASTE** when reuse is not feasible (including composting organic waste).

**RECOVER ENERGY** from waste that cannot be reused or recycled.

**DISPOSE OF WASTE** only as a last resort.





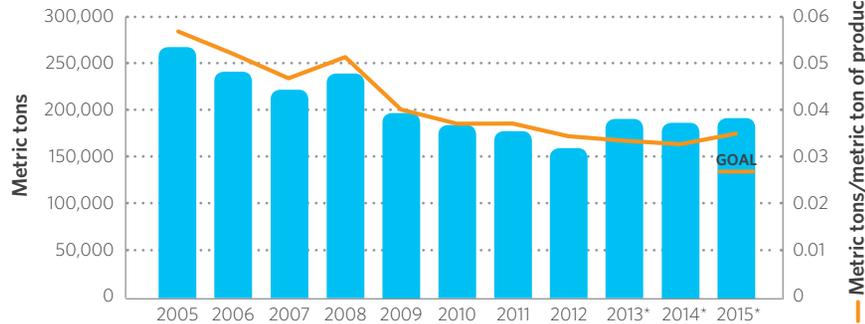
We reduced solid waste generation by 27 percent in absolute terms since 2005, while net sales rose 57 percent. During this period, solid waste generation decreased by 43 percent, not including Yoki and Yoplait.

## Improving reuse

In 2015, we reused or recycled over 86 percent of our waste globally with the remainder going to landfills (12 percent) or energy recovery (2 percent). Recapturing

value from waste provides General Mills a financial benefit, representing US\$8 million of net revenue in 2015 for our North American operations. This resulted from dozens of initiatives across our facilities. For example, sites in the region reused nearly 15,000 metric tons of cardboard boxes, totes and slip sheets in 2015, returning US\$1.4 million to our facilities and generating nearly twice the value of recycling.

**Solid waste generation, 2005 - 2015**



\*Data for 2013-2015 include production facilities gained in the acquisition of Yoki and Yoplait. See the Environmental Data Summary on page 104 to view data for 2013-2015 not including those acquisitions.

Examples from 2015 include:

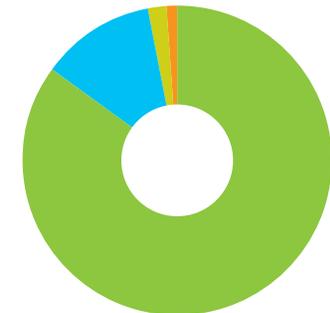
- **West Chicago, Illinois** – Using a compactor for waste food instead of collecting it in boxes reduced the use of cardboard at this site, saving 98 metric tons per year.
- **Cedar Rapids, Iowa** – Instead of recycling the totes in which ingredients are received for several semi-finished products including Marbits for *Lucky Charms*, this location started using them to ship the final cereal. This saves 200 metric tons of cardboard each year.



△ Reusing shipping totes in Cedar Rapids, Iowa.

- **Berwick, UK** – Through interdepartmental collaboration on initiatives such as reducing trimmings size, identifying losses on production lines and reformulating dough mixes to enable increased use of trimmings, this site reduced waste by 35 percent, saving 800 metric tons and US\$137,000 per year.

**Solid waste by disposition (% of 2015 global total)**



- Recycling **86%**
- Energy recovery **2%**
- Disposal\* **12%**
- Composting **Less than 1%**

\*Disposal includes landfill and incineration without energy recovery.



## Collaborating to increase landfill diversion

Advancing toward zero waste to landfill is a priority at our sites globally. This meets increasing consumer expectations, decreases environmental impact and saves money. Our strategy focuses on reducing waste at the source and increasing reuse and recycling (such as through improved sorting).

In 2015, our locations in Arras (Häagen-Dazs), Le Mans (Yoplait) and Seretram (Green Giant), France, collaborated to

reduce waste to landfill. They engaged an external vendor, which resulted in more harmonized sorting and recycling solutions and identification of new technology. For example, drawing on best practices used at other General Mills sites, the Le Mans facility installed an extruder to separate yogurt waste from containers. This enables us to use the recaptured food as feedstock for an anaerobic biogas generator and incinerate the packaging

for energy recovery, instead of sending the combined materials to landfill. At the other locations, depending on the product, the food waste is incinerated for energy recovery or recycled as animal feed.

Beginning in 2016, these innovations will significantly increase the recycling rates at each facility, with an objective to keep approximately 600 metric tons of waste out of landfills and save General Mills \$85,000 annually at the three sites combined.

◀ General Mills uses extruders at several facilities worldwide to separate yogurt waste from containers for recycling.



## Increasing recycling

We reduce waste to landfill by recycling production, office, packaging and construction materials.

- **Carson, California** – Our Yoplait facility worked with an off-site vendor during 2015 to separate 625 metric tons of yogurt from its packaging for recycling as animal feed. This saved US\$50,000, compared to processing the waste in-house.
- **Martel, Ohio** – Based on an assessment of work processes and root cause analysis of waste generation, a cross-functional team identified opportunities to gain US\$770,000 in productivity and reduce waste by 24 percent – saving nearly 1,100 metric tons per year. Key enhancements included standardizing work processes to reduce waste generating incidents and increasing recycling of plastic, pallets and barrels.
- **Milwaukee, Wisconsin** – Our snack production facility implemented a pallet recycling program in 2015, keeping 30 metric tons of wood from landfill on an annual basis.

Through our partnership with [Hauling for Hope](#), we donate scrap metal from several company locations. This organization sorts and recycles materials that might otherwise go to landfill and uses the proceeds to support programs for children with special needs. Since 2013, we have recycled nearly 77 metric tons of metal through this organization.



△ Compost field at our site in Irapuato, Mexico.

## Composting

We compost food and other organic waste at our facilities around the world, reducing waste sent to landfills.

- **Winnipeg, Canada** – Our Pizza Pops facility converted all food waste to compost, decreasing waste to landfill by 247 metric tons in 2015.
- **Irapuato, Mexico** – Our Old El Paso and Green Giant locations in Irapuato transformed waste from tacos, tortillas and fresh and frozen vegetables – as well as cardboard – into compost. During 2015, 575 metric tons of organic waste were composted and used as fertilizer in our greenhouses, up 35 percent from the prior year.
- **Minneapolis, Minnesota** – Our headquarters diverted approximately 80 metric tons of organic waste from landfills in 2015, reducing the facility's landfill use by more than 45 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 has five times the impact per kilogram in a landfill as 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 represents less than 2 percent of our total product volume. Nonetheless, we continually pursue opportunities to further reduce this waste. For example, in Midland, Canada, we assessed food waste sources related to pizza production and determined that cheese was falling off the pizzas in transit from the freezer. Food specialists adjusted the sauce to improve adherence and designed a chute to collect cheese that did fall for reuse. These enhancements will save more than 40 metric tons of cheese and US\$125,000 annually.

**Donations:** We donate surplus food, including overruns of products with seasonal packaging or surplus ingredients. In 2015, we provided US\$49.9 million in food donations globally – enabling 20 million meals that nourish people around the world rather than recycling the food (such as using it for animal feed) or sending it 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. General Mills is 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 food 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



## 4F 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 70 percent through 2015.<sup>7</sup>**

**Key drivers: During 2015, packaging redesign and related shipping efficiencies generated our greatest material and dollar savings.**

### Approach

Packaging is critical to keeping food safe, convenient and at peak quality. Proper packaging can extend the time that a product remains wholesome and appealing, which meets our customers' expectations and prevents food waste. While satisfying those needs, we also innovate to reduce the environmental impact of our packaging through better design - by decreasing materials use, switching to lower impact materials and improving truckload packing efficiencies. This is critical, since our packaging supply chain represents 6 percent of total GHG emissions across our value chain.

We use four key indicators to assess progress:

- Reducing the package-to-product ratio
- Increasing recycled content and recyclability
- Increasing renewable and compostable content
- 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. 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 do not contribute to deforestation. (Sources from high-risk regions will be independently verified.) In 2015, 99 percent of the fiber packaging General Mills purchased was sustainably sourced. See the [Increase sustainability of ingredients](#) section for more details.

We are committed to using sustainable packaging design to support progress toward General Mills' target to reduce absolute GHG emissions across the value chain. During 2015, we worked with Quantis International, a life-cycle assessment consulting firm, to develop a custom tool for our engineers to compare packaging designs. This takes into account types and quantities of materials, customer use of packaging and product

transport. It enables users to analyze how packaging impacts GHG emissions, water use, human health and other dimensions. In the summer of 2015, we began piloting this tool in our cereal and snack products divisions. It is now available to all packaging engineers companywide.

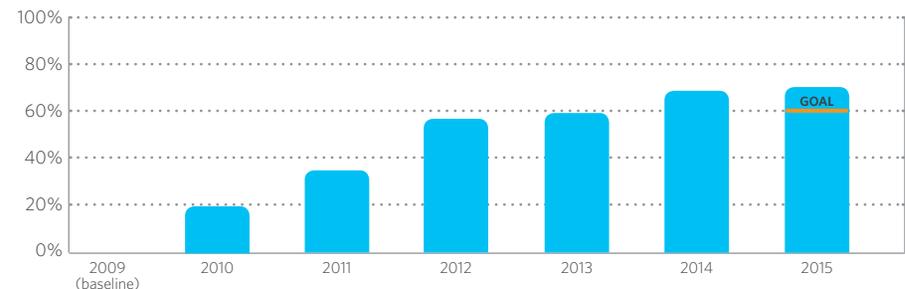
By collaborating across the packaging supply chain, we identify opportunities to improve the sustainability of our packaging. In 2015, we joined the [Association of Plastic Recyclers](#) to enhance our expertise in design for recycling and advance recyclability of materials used in our packages. To advance improvements across the industry and beyond, we continue to promote effective waste management policy in the U.S. through leadership engagement with AMERIPEN, the American Institute for Packaging in the Environment.



### System improvements reduce packaging environmental impacts

In the past, to create customized retail-ready product cases, we needed to first ship standard cases to a separate facility for repacking. In 2015, we invested in new packaging equipment that enables us to pack a variety of display-ready cases on one of our main cereal production lines, eliminating the need to ship and repack. This saves 60 metric tons of corrugated cardboard annually for the packaging of one customer alone and reduces transportation distance. In early 2016, we began testing the system with a larger customer and hope to achieve even greater savings.

Percent of packaging improved, 2009 - 2015



<sup>7</sup> Packaging improvement data are global. Products are only counted once. Therefore, incremental improvements on packaging that has previously been improved do not change the total.



## Saving materials through innovation and continuous improvement

In 2015, we collaborated with suppliers to improve the liners of bulk product totes that carry our cereals between manufacturing facilities for use in other products. We transitioned from a single layer film, composed of a blend of plastics, to a thinner film with discrete layers of different resins. This provides the same durability and product protection, while saving 140 metric tons of film annually. Twenty percent more of these liners fit on each delivery truck, removing the equivalent of six tractor trailer loads from the roads each year.

We also reduce packaging use by improving existing designs. Our Old El Paso team determined that the protective tray used in our hard shell tacos wasn't actually necessary. The team conducted a two-phase scale-up, confirming that the change wouldn't impact product quality or lead to



△ Improved, lighter packaging for Old El Paso hard shell tacos.

consumer complaints. As a result, during the 2 years of project implementation, we have reduced materials use by over 450 metric tons of paperboard, while saving more than US\$3 million.

During the year, we identified a total savings of more than 1,800 metric tons of packaging material and over US\$4.5 million due to packaging improvements.

## Designing packaging to optimize product transport

We also focus on the connection between packaging and product shipping, and have learned that small changes can make a big difference. Shaving just 1/8 inch off the case dimensions for certain sizes of our *Rice Chex* and *Multi Grain Cheerios* not only decreases packaging weight, but more importantly reduces transportation-related impacts. This simple change enables us to fit 64 pallets onto each truck instead of 60, eliminating approximately 830 truckloads annually.

## Using recycled and renewable materials and promoting recycling

We continue working to increase our use of recycled and recyclable materials,

while maintaining product quality and safety. Recycled content represents about 49 percent of the weight of General Mills product packaging in the U.S. Approximately 84 percent of the packaging for those products is recyclable.<sup>8</sup>

In 2015, we transitioned many of our *Old El Paso* products from virgin to recycled paperboard cartons. Although this material must be thicker to provide adequate product protection, the benefits of using recycled content justify the increased weight.

Renewable materials are also part of our sustainable packaging efforts. In 2015, *Cascadian Farm* cereals increased the amount of certified plant-based material in its inner bag from 57 percent to 68 percent. As the affordable supply of this material becomes more available, we will seek other opportunities to use it.

To promote increased recycling of our product packaging, in 2013 we were one of the first companies to feature How2Recycle labels. Developed by the Sustainable Packaging Coalition, How2Recycle labels are simple, clear and standardized for use on different packaging materials and formats by a wide range of manufacturers and retailers. Starting with *Yoplait*® Fridge Packs, as well as *Green Giant* frozen vegetables and *Chex Mix*, we have



△ How2Recycle labels educate consumers about recyclability of packaging.

expanded the program to dozens of brands and hundreds of products. Two-thirds of our products with packages large enough for the icon now include it. We are committed to using the label on all products sold in the U.S. where it fits, including on all of our *Annie's* brand packaging.

G4-EN2, EC1



Percent of fiber packaging General Mills purchased in 2015 that was sustainably sourced

<sup>8</sup> According to analysis conducted by General Mills in 2015. Packaging is considered recyclable if 60 percent or more of the U.S. population has access to recycling for the material.



“In 2015, we joined the Association of Plastics Recycling to connect with members of the plastics industry, from resin through reuse. Through this network, our developers are gaining important and practical insights on packaging design and material selection to enhance recyclability.” – Dave Chmura, R&D Manager, General Mills



**General Mills is committed to putting people first, every day.**



## OUR STRATEGIES

**OUR GOAL** is to foster a safe, ethical, diverse and inclusive workplace where employees can thrive. We do this 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

- 1 MAINTAIN** a safe workplace
- 2 BUILD** a strong workplace culture
- 3 RESPECT**, develop and invest in employees



# Overview

**A great place to work:** We focus on making General Mills a safe, ethical, diverse and inclusive 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 learn 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.

## Performance dashboard



### Increase workplace safety

We reduced our global total injury rate to **1.22** injuries per 100 employees in fiscal 2015, down from 1.34 in 2014. Our ultimate goal is zero injuries and illnesses.



### Strengthen our workplace culture

**74 percent** of employees said General Mills is a great place to work.\*

\*Data from most recent General Mills Employee Engagement Survey conducted January-February 2016.



### Increase diversity and inclusion

Our Board of Directors includes **27 percent** female directors and **18 percent** who are people of color. Our U.S.-based workforce includes **39 percent** women and **21 percent** people of color.



### Increase employee well-being

Employees walked **37 million** steps globally in 2015 through the worldwide Walk in Her Shoes initiative focused on encouraging movement and building awareness about our partnership to break hunger and poverty.





# Our approach: inspire & win

## We work hard to earn our employees' respect and trust

At General Mills, our employees share a passion for serving the world through food and the continuous pursuit of excellence and innovation. We know that engaged employees drive innovation, shareholder value and business performance. Our purpose and pursuit of putting people first, 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.

**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.

**Leadership:** Our company leadership maintains the highest ethical standards in conducting business, and they honor and acknowledge employees' contributions to the company's success. 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:** 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 and Chief Wellness Officer; and a Vice President of Engineering, Global Safety and Environment. At the board level, the Public Responsibility Committee maintains responsibility for issues related to labor practices and decent work.

**Safety:** We work to improve workplace safety and reach our goal of zero injuries and illnesses. At General Mills, our focus

on achieving a "zero-loss culture" helps reduce injuries and makes 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 positive behaviors and providing feedback. Since 2008, we have trained more than 2,700 managers worldwide to be good coaches for our employees.

**Ethics & 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 act in compliance with our [Code of Conduct](#). Key business leaders throughout our global operations are responsible for ethical marketing and brand development.

**Diversity and inclusion:** The Senior Vice President, Human Resources is responsible for attracting and retaining

competitively superior talent that reflects our markets and consumers. Additional responsibilities include developing employees and delivering a culture that allows all employees to thrive.

The Executive Diversity Council includes 12 senior leaders who oversee policies and regularly review programs and results related to diversity and inclusion. However, our Chief Executive Officer personally reviews our diversity and inclusion progress quarterly and sets the tone for accountability throughout the company.

**Communication and change:** We strive to communicate transparently with employees. That commitment includes communicating difficult news as quickly, thoroughly and openly as possible. Throughout fiscal 2015 and fiscal 2016, General Mills conducted several multi-year restructuring projects designed to accelerate long-term growth through increased organizational effectiveness, reduced overhead expense and streamlined operations. While these changes have been difficult, we are moving forward to create a stronger and more agile company. For details on these restructuring initiatives, please refer to our [8-K filings](#).



"At General Mills, we put people first, every day. We recognize that our people are our most important asset, and that's why we continually strive to cultivate a culture that allows every employee to succeed."

- Jacqueline Williams-Roll, Senior Vice President, Human Resources



## 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** Champion diversity and inclusion
- C** Create a culture of fairness, trust and openness
- D** Foster a positive working climate

### 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.

**9 percent reduction:** Global total injury rate of 1.22 injuries per 100 employees in 2015, down from 1.34 in 2014.

business, including safety incidents – has resulted in fewer injuries.

**Performance:** In 2015, we continued on our path toward our goal of zero injuries and illnesses by achieving a 9 percent reduction in our global total injury rate (TIR)\* compared with 2014. Fiscal 2015 safety highlights include:

- 13 locations operated injury-free.
- 23 locations had a TIR below 1.0.
- 25 locations had zero lost-time accidents due to injuries.

\*Fiscal 2015 TIR excludes Yoki and Yoplait International; data from those businesses will be integrated into global reporting beginning in fiscal 2016.

## Zero-loss culture

Our focus on achieving a zero-loss culture – driving out all losses from our



### Employee feedback

As part of our Climate Survey of international division employees in 2015, workers shared insights about safety in our production facilities:

- **82 percent** of employees said leaders have an undeniable belief that zero loss is possible at their facility.
- **83 percent** of employees said leaders hold employees accountable for following zero-loss processes.

- **78 percent** of employees said leaders consistently communicate about safety objectives, priorities and performance.





## Leadership

**Safety governance:** Established in 2013, our Corporate Safety Council is led by our Chairman and Chief Executive Officer, who is responsible for General Mills' policy and safety culture. Our Global Safety Governance Board (GSGB), composed of regional operating vice presidents, is responsible for the pace of global standards development. In fiscal 2015, the GSGB chartered the development of one global environmental and safety management system (ESMS) at General Mills. Under this global architecture, enterprise-wide environmental and safety standards will be deployed to further protect human safety and the environment. In addition, the GSGB continues to support our global Lead with Safety strategy efforts across our worldwide supply chain. In 2015, our Lead with Safety efforts continued to improve our safety culture and process rigor.

**Safety principles:** Our Lead with Safety initiative raises awareness about preventing employee and food safety incidents by reinforcing General Mills safety principles:



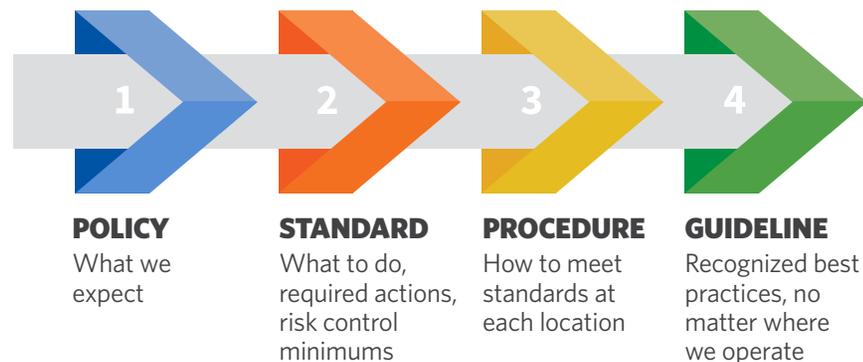
### △ General Mills safety principles

We lead with safety; every incident is preventable; we are all accountable. (Learn more about our commitment to food safety in the [Health & Wellness](#) section of this report.)

## Safety management systems

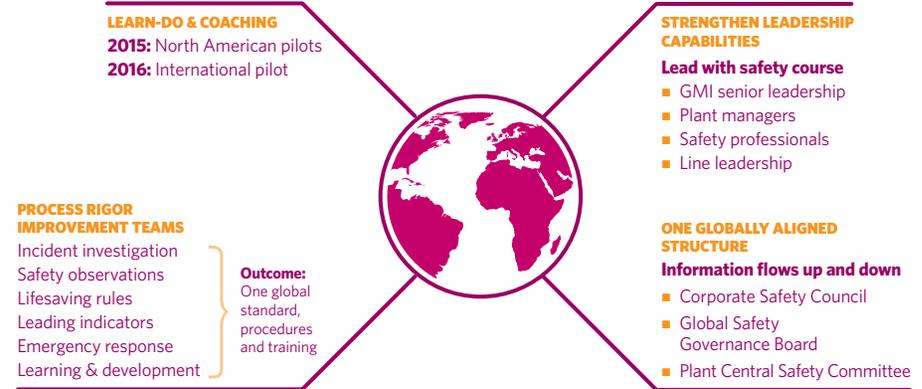
Historically, General Mills has a strong safety record when compared with our peer food group companies. We continue to improve operations safety by using clear safety management systems.

**Safety targets:** Our corporate policy on workplace health and safety directs all operations to implement a management system, standards and procedures that will lead the company to our goal of zero



△ General Mills safety management process

## Lead with safety: Global three-year roadmap



injuries and illnesses. We have set interim improvement targets that are the basis of our plant safety metrics. We also have established clear safety targets specific to each location and measure progress.

**Roadmap:** In 2014, we created a three-year Lead with Safety roadmap for 2015-2018 to improve our safety performance. We used insights from our global employee perceptions survey – conducted in 2013 in partnership with DuPont, a globally recognized leader in workplace safety – as well as safety metrics comparisons with our peer food industry companies and performance benchmarking with recognized safety leaders. Guided by that roadmap in 2015, we continued to implement safety improvement plans, build leadership capabilities and gain alignment around our global safety structure.

**Global structure:** In fiscal 2015, we established a Central Safety Committee at pilot locations, led by the plant manager, to ensure two-way communication with the Corporate Safety Council and GSGB.

**Improvement teams:** Our global locations continued on the path to zero injuries and illnesses in 2015 with a strong focus on driving out losses through targeted safety improvement plans. Locations also established GSGB-sponsored process improvement teams to uniformly implement standards. These global, cross-functional process improvement teams, led by General Mills “process champions” and supported by DuPont consultants, are working to implement foundational standards and metrics at a world-class level, including:

- **Safety observation systems** – Ensuring systems are progressively implemented to improve our culture and prevent incidents.
- **Incident investigation and reporting** – Providing timely and complete incident investigations focused on ensuring effective root-cause identification, corrective action to prevent a recurrence and compliance with applicable regulatory requirements.



△ Stretching helps prevent injuries. We want all our employees and contractors to work injury-free.

■ **Safety and environmental leading indicators** – Establishing global alignment on using leading indicators as primary prevention tools.

In fiscal 2016, deployment of these foundational safety standards will be implemented globally, led by General Mills trainers and process champions.

**Leadership training:** In fiscal 2015, more than 500 global leaders at all levels of the company have been trained in Lead with Safety expectations. Focus areas include



△ Lead with Safety trainers are building capability in foundational safety processes using the learn-do-teach model and coaching approach.

world-class safety standards, leadership expectations, safety observations with immediate actions, incident investigation processes and action plans.

## Tracking and managing progress

**System:** Using our Global Safety Tracking and Environmental Management System, called GSTEMS, we track safety data at all worldwide production facilities, including Yoki and Yoplait International sites as of fiscal 2016. GSTEMS allows us to track all workplace incidents – even near-misses that did not result in an injury – and document necessary actions to reduce future risks and communicate progress. Now we are configuring GSTEMS to record metrics that track compliance with local regulations and our own safety standards. We expect to have in place the ability to report compliance assurance on foundational standards by fiscal 2018.

## Increase in reporting near-miss incidents



△ We improve employee safety by reporting and evaluating near-misses – events where employees came close to being injured – so we can learn from them and prevent future injuries. In fiscal 2015, near-misses reporting increased to 3,559 compared with 1,798 incidents reported in 2014; the ratio of near-misses to recordable injuries improved to 9.7 in 2015 compared to 4.6 in 2014.

**Rapid reporting:** We have a 24-hour requirement for reporting 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.

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). These Central Safety Committees are organized by the formal and/or informal safety leaders and consist of wage and management employees.

**Auditing:** Corporate audits to verify compliance are conducted on a periodic basis. Any identified deficiencies are tracked until completion.

**G4-LA5, LA6, PR1**



△ Employees reinforce a culture of safety through “iLEAD” – inspire, light the way, engage, activate, develop – an initiative that equips our production facility leaders around the world with information needed to strengthen our zero-loss culture every day.

## Responsibility and auditing

**Responsibility:** Workplace health and safety is the responsibility of line management and each individual employee.



# 2 Build a strong workplace culture

## 2A Set clear expectations for ethics and compliance

Do the right thing, all the time



### Commitment

General Mills is committed to conducting business in an ethical manner that upholds best practices, complies with regulations and demonstrates integrity.

Our comprehensive [Code of Conduct](#) and Ethics & 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. Topics include maintaining corporate integrity; communicating appropriately; competing fairly and legally; preventing bribery; ensuring personal safety; using company resources appropriately; and protecting consumer privacy.

Annually, our company leaders – from managers upward, nearly 7,000 employees – must attest to compliance with our Code of Conduct and business conduct policies.

This certification is evidence of our high expectations for ethical conduct in every aspect of our business. In 2015, we were ranked No. 39 on Corporate Responsibility Magazine's "Best Corporate Citizens" list.

### Ethics

**Resources:** Our Ethics & Compliance program motto, "Every Decision, Every Action, Every Day," supports our "Do the right thing, all the time" value. With over 150 years of doing business with integrity, we know that **knowing** what's right is easy, but **doing** the right thing – all the time – can be hard. To help employees understand, our program includes extensive online resources and self-directed courses. Communications and training also include real examples of employee decisions that illustrate integrity, as well as ethical lapses that highlight the impact of misconduct on our company and employees. Our Ethics & Compliance website provides access to program resources – available in 10 languages – and all policies from our Global Policy Center that support our values.

Our annual performance appraisal process includes an explicit assessment on how employees accomplish their yearly priorities. Twenty-five percent



### 2015 awards, honors and accolades

General Mills received numerous awards in 2015. Listed below is some of the recognition, illustrating our commitment to being the "Company of Champions."

- 100 Best Companies to Work For, FORTUNE magazine
- Corporate Responsibility Magazine "Best Corporate Citizens" list – No. 39
- 50 Out Front: Best Places for Women and Diverse Managers to Work, Diversity MBA
- 100 Best Companies, Working Mother Magazine – top 10
- DiversityInc Top 50 Companies for Diversity List – No. 19
- Newsweek Green Rankings – No. 48

of an employee's overall rating is based on how the employee delivers on leadership expectations, including doing the right thing, all the time.

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

**Program:** We continue to strengthen our anti-corruption program. We assess risks in this evolving area, review program enhancements and apply best practices, including addressing third-party risks. For

example, our [Supplier Code of Conduct](#) (found on our General Mills website) outlines our ethical expectations and is included in our contracts with business partners, which are required to indicate they understand these expectations as part of doing business with us. Internally, we ask detailed questions related to corruption risk during each routine, in-depth business unit audit conducted by our Global Internal Audit team. This risk assessment touches all our business units.

Along with our anti-corruption assessments, we continually assess regulatory requirements, enforcement



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.



compensation decisions and incentives for leaders throughout the organization.

**Recruiting:** General Mills creates a diverse workforce by recruiting the best talent from all communities to drive innovation and consumer engagement around the world. We assess our hiring needs for women and people of color and implement

strategies to meet those needs. We also engage in effective outreach efforts, including through 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 2005 and

2015, female officers increased from 30 to 36 percent and minority officers increased from 9 to 19 percent. Similar results are tracked and progress seen at all levels of our organization.

## 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 inclusion. General Mills also has more than 30 employee clubs and hundreds of Connect Communities - online social networks that enable employees to share information, ask questions and interact to support business needs, facilitate employee networks and connect people with shared interests. Together, these networks, clubs and communities help create a more inclusive, vibrant and innovative culture; provide resources and development opportunities; and foster a sense of connection and belonging. 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. 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.

---

**650+** U.S. veterans are employed at General Mills.

General Mills recognizes the value of employing men and women who



### Intergenerational networking brings together diverse viewpoints

Retaining a diverse team of talented employees is key to our success. In March 2015, our Employee Networks, Inclusion Councils and Women's Networks cohosted an intergenerational event - "Frank Sinatra meets Lady Gaga: Leveraging Talent Across Generations" - to help employees better understand

the values and perspectives of different age groups so all of us can connect more effectively across generations. The event featured a panel discussion with a mix of managers and their employees, including Boomers, Millennials and Xers, followed by networking.

## Candid conversations help build stronger teams

General Mills seeks to create a culture that fosters openness, understanding and appreciation of employees' differences. We held two roundtable events in 2015 to further develop our inclusive culture, unlock the potential of our diverse experiences and enable higher performing teams.

### Facing Race

In February 2015, we hosted a roundtable discussion called "It's Time to Talk: Facing Race," focused on encouraging more inclusive dialogue among employees across the company. The group exchanged ideas to facilitate more honest and

open conversations about race and stereotypes in the work environment.

### People First Roundtable

Building on the Facing Race event, we hosted a second roundtable in August 2015 to engage employees in challenging conversations about race, ethnicity, gender

and sexuality. Sponsoring groups included leaders from our Black Champions Network, Hispanic Network, Betty's Family (LGBT Network) and Asian Heritage Network. More than 50 people attended from across our finance, marketing, sales and supply chain functions - with 80 percent of attendees not affiliated with any of the sponsoring

groups. Conversations centered around how preconceived notions of others limit people's contributions in team settings and inhibit our understanding of consumers. The roundtable identified the need to create more open forums for these productive conversations.



have served as enlisted members or commissioned officers of the U.S. Armed Forces. Their training, experience and organizational skills are assets in the workplace. In the U.S., veterans

represent 4 percent of our workforce. We support veterans through our [Veterans Network](#); specific [recruiting](#), mentoring and supplier diversity initiatives; and our human resources (HR) guide that

helps veterans transition from military service to their roles at General Mills. In 2015, the Veterans Network focused on broadening awareness and expanding participation with a campaign launched

in September 2015 to encourage all employees who have served in the military to identify themselves as veterans.

**G4-LA12**

## Learning to be an ally: Betty's Family leads the way

Betty's Family is a General Mills employee network that works to create an open environment for lesbian, gay, bisexual, and transgender (LGBT) employees so that all employees are able to maximize their productivity. In 2015, Betty's Family conducted Ally 101 orientation sessions to help employees understand what it means to be an ally and how to become one. Betty's Allies are individuals who reach out and support the LGBT community at General Mills to feel comfortable bringing their whole selves to work.

### How to be an ally

Being an ally is more than simply believing in equality or being sympathetic toward those who experience discrimination. Being an ally is about taking action to support equal civil rights and gender equality. The spectrum of ally engagement includes a range of supportive activities, such as:

- Challenging intolerance.
- Initiating conversations.
- Communicating openly about being an ally.

- Finding ways to visibly show support for the LGBT community.
- Advocating for equality within the workplace.
- Joining advocacy groups to advance broader legal and social issues.

### Why allies are needed

According to data cited in the [Human Rights Campaign Ally's Guide to Issues Facing the LGBT Community](#), more than one in four lesbian, gay and bisexual employees have experienced employment discrimination

based on their sexual orientation and half of transgender employees have been harassed at work. General Mills supports the rights of all employees to be treated fairly and with respect, and prohibits discrimination based on sexual orientation, gender identity or expression. (See equal employment opportunity policy details in story 2C of this report.)

### Growing impact

In March and June 2015, more than 110 people attended three ally sessions in

the Minneapolis, Minnesota, area. Other General Mills employee networks, including our Veterans Network and Women's Network, also are adopting the ally model to help ensure a more inclusive working environment for all.



## 2C Create a culture of fairness, trust and openness

### Ensure equal opportunity

**Commitment**

**General Mills is committed to providing a comfortable and safe working environment for all employees.**

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 characteristics protected by law. This equal employment opportunity policy

applies to all employment practices and procedures, including compensation.

**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 and respectfully.

## Benefits and compensation

We believe our compensation, benefits and incentive plans are competitive in our industry. At General Mills, we value our employees and reward their work accordingly with our Total Rewards compensation and benefits package. We are a pay-for-performance culture, so

incentives and merit increases are directly linked to employee performance. We offer competitive pay, retirement programs, employee referral assistance and education 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 workplaces that are among the safest production facilities in the world for all our union and nonunion production employees. In addition, we work to achieve full employee engagement as the foundation of our mutual success; strive to create

a culture that champions respect and inclusion; and offer competitive rewards. Our clear health and safety practices 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; and 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



△ We value our employees, reward them for their work and provide them with opportunities to grow.

relates to labor relations and a decent work environment. Examples include a refined performance management process, annual employee surveys and a clearly articulated Code of Conduct.

G4-LA2, LA5, LA8

# 2D Foster a positive working climate

## Gather feedback and strengthen processes



### Impact

**74 percent of employees said General Mills is a great place to work.\***

**79 percent of employees said they were well informed about the reasoning behind company reorganizations.\*\***

We use employee feedback to improve our processes and strengthen our culture. General Mills recently conducted several multi-year restructuring projects designed to accelerate long-term growth. Our U.S. salaried employee engagement scores reflected employee uncertainty during the transition. As a result, we saw a decline in the number of employees who said General Mills was a great place to work.\*\*

## Looking ahead

Now our focus is on giving employees the tools and support they need to move forward successfully and be fully engaged in the work of achieving our purpose and pursuits.

## Assessment

General Mills regularly surveys our employees to gather feedback. Our annual Employee Engagement Survey is an in-depth review of a wide range of topics.

**“Our culture is what makes us special, and it’s been an essential element to our success for almost 150 years. As the world around us and the needs of our consumers change, we have to be intentional about keeping the best parts of our culture while evolving the parts that could limit our ability to reach our full potential.”** – James Momon, Director, Culture and Inclusion

**Culture Council:** Our Culture Council, formed in 2015 and led by senior leaders with representation from supply chain, human resources, sales and other areas, helps to drive winning performance and ensure General Mills is viewed as an employer of choice. The Council works to build a more agile organization by:

- Helping to develop inspirational leaders

- Encouraging candid dialogue among all employees
- Creating an inclusive and engaging work environment

To measure our progress, we analyze internal and external feedback, including employee responses to our engagement surveys about agility, leadership, candor, transparency, accountability, empowerment

\*Data from most recent General Mills Employee Engagement Survey conducted January-February 2016.

\*\*Data from May 2015 General Mills Climate survey.



and inclusion; ratings by current and former employees on Glassdoor.com; external recognition, such as placement on Fortune’s annual Great Place to Work lists; and employee turnover reductions.

**Dialogue:** In August 2015, we conducted an employee culture focus group to elicit open, honest and meaningful dialogue about General Mills’ culture and identify any barriers to business growth, employee

engagement and agility. Topics included fostering decision-making candor and transparency; pursuing passion and increased engagement; and developing a culture that supports risk-taking, perseverance and empowerment. The session provided valuable feedback about the work environment. Those insights are being used to refine our efforts to build a more agile workplace culture.

**Engagement Council:** Our Engagement Council, also created in 2015 following company restructuring initiatives, builds on the efforts of the Culture Council. The Engagement Council brings together representatives from global health, health and safety, human resources and other areas to find meaningful ways for people to be involved across the company in order to: cultivate pride in our products,

purpose and values; inspire trust in leadership; and capture employee input. As with the Culture Council, we rely on employee engagement feedback and participation levels to analyze progress. The Engagement Council is identifying ways to create a fun and engaging workplace for employees around the world.

**G4-56, 57, 58, SO3, SO4**



### Connecting to the company’s purpose

Purpose-driven companies with energized employees are better positioned for success. In June 2015, more than 3,400 employees celebrated the unveiling of the newly articulated General Mills purpose: We serve the world by making

food people love. Employees signed pledge cards stating how they plan to pursue the company’s new purpose; those cards were used to create a “purpose wall” at our headquarters facility.

## 3 Respect, develop and invest in employees

### 3A Inspire healthy living

Encourage work/life balance, health and well-being



#### Impact

**37 million** steps were taken by employees globally through the Walk in Her Shoes initiative.

Our employees are the key to our success. Whether working in a production facility or at our headquarters, union or nonunion, employees are vital to achieving our purpose.

**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

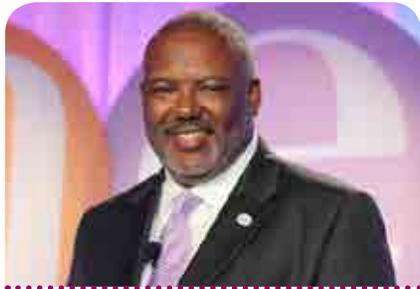
**Resources:** We dedicate resources to help employees balance the demands of work and personal life. Our programs are targeted to support employee needs wherever they work – at our headquarters, production facilities, field sales offices and other locations around the world.

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, elder care and more.



**Flexibility:** We offer flexible work arrangements to accommodate employees, including telecommuting, flextime and the innovative Flexible User Shared Environment program that 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.



△ Ken Charles, vice president of Global Inclusion and Staffing at General Mills, was recognized in October 2015 with the Ted Childs Life Work Excellence Award, becoming the second man to receive a national award from Working Mother magazine that recognizes professionals who advocate for work/life balance.

## 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 communities and with our brands'

involvement, General Mills encourages our employees to live healthy lifestyles.

**Holistic approach:** Our holistic approach includes supporting employees' physical, emotional and social well-being, as well as building resiliency and strengthening connections with our communities.

**Nutrition and weight management:** We encourage good nutrition and offer employees healthy dining choices at our facilities.

- At our Belvidere facility in Illinois, 350 employees participated in a wellness session to improve their understanding of nutrition and fitness; 650 employees pledged to consume healthier treats at work, including apples, yogurt and granola bars rather than cookies and cupcakes.

- In Argentina, a nutritionist visits our production facility each week to provide body composition testing and develop nutrition plans for employees.

- Our facility in Great Falls, Montana, brought in a registered dietician to help educate employees about nutrition, including how to adapt diets for shift work, portion sizes and weight loss.

- In the U.K., more than 100 employees participated in health screenings that



△ Annie's team members participated in an early-morning race along the Chicago, Illinois, waterfront in August 2015. The run was part of our TriHealthalon wellness program that helps educate and motivate sales team employees to maintain their physical, emotional and social well-being.

included measuring blood pressure, body fat, hydration and cholesterol, as well as testing for diabetes.

**Physical activity:** We provide employees with opportunities to increase physical activity. Initiatives vary by region, including onsite fitness centers and exercise rooms, walking workstations, company-sponsored or -endorsed runs and walks, yoga classes, sports teams and tournaments.

**Resiliency:** Our LifeWorks Employee Assistance program helps employees build resiliency through 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. Some locations also offer onsite support groups. This 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 addition, several of our locations offer support to help employees improve resiliency, manage stress and reduce ergonomic-related discomfort.

## Organizational leadership

**Responsibility:** Overall responsibility for employee health and wellness programs lies with the Vice President of Global Health Services and Chief Wellness Officer.



"At General Mills our employees are our most valued asset, and we take a holistic approach to their well-being by providing programming along with an environment that promotes healthy choices, encouraging them to excel both personally and professionally." – Dr. Julia Halberg, Vice President, Global Health Services, Chief Wellness Officer



# WALK IN HER SHOES



## Walking to increase wellness and awareness

In 2015, employees from around the world participated in "Walk in Her Shoes," an initiative that encourages employees to increase physical activity while learning more about our partnership with the humanitarian organization CARE USA, which has helped more than 5 million people in Africa and India through

programs that break cycles of extreme hunger and poverty.

**Commitment:** As part of Walk in Her Shoes, employees committed to walking 8,000 steps per day – a figure that mirrors the distance walked daily by women and girls in Malawi and India to meet basic needs, such as obtaining water and accessing education.

**Results:** Employees embraced the activity, exemplifying our pursuits of putting people first and treating the world with care:

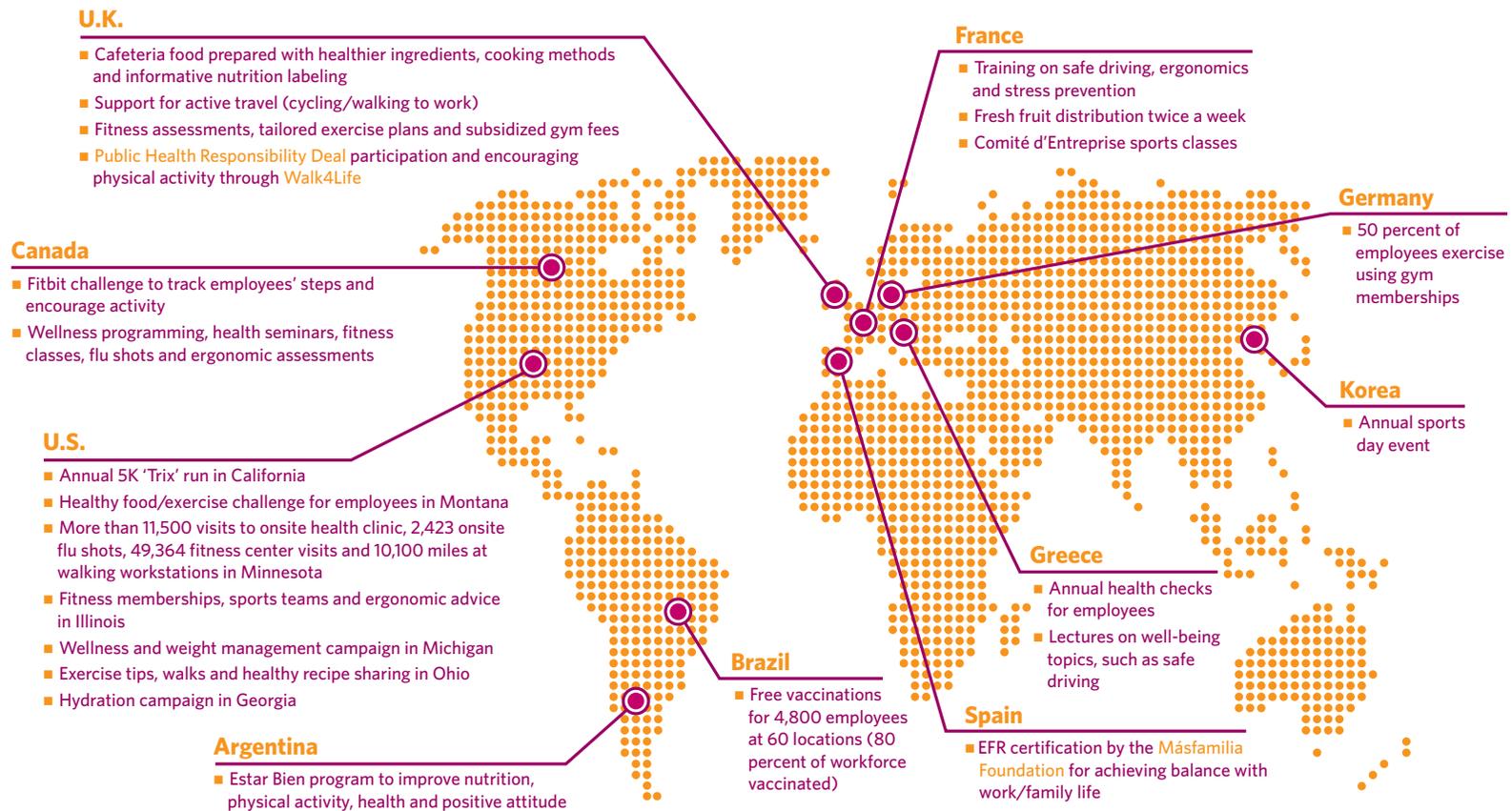
- More than 1,300 employees from around the world participated in May 2015.
- More than 37 million steps were taken, surpassing our

goal – and the 27 million steps walked by employees in 2014.

- Stories of girls in our program were shared each day as a motivation to walk.
- Teams were created and encouraged in friendly competition around daily step challenges.

## Enhancing employee health and well-being around the world

Highlighted here are some of the many ways our employees are being active, eating healthy and staying well.





## 3B Invest in development and training

Reinforce our culture of learning and continuous development

3B Impact

**88 percent** of General Mills officers have been promoted from within the company.

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**91 percent** of our directors have been promoted from within the company.

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**80 percent** of our managers have been promoted from within the company.

**Focus:** We respect, develop and invest in our people. We have a long history of making employee development a key priority for the company and established the General Mills Institute more than 20 years ago to provide learning opportunities. We know that engaged employees create value and drive business performance. In order to attract and retain competitively superior talent, we develop all employees and work to have a depth of leadership prepared to take on new responsibilities when necessary.



**Development plans:** We are single-minded when it comes to development; we plan for, invest in, track and evaluate it. Development takes many forms, including

### General Mills workplace culture

Virtuous cycle of great workplaces



performance appraisals and Individual Development Plans (IDP). General Mills employees have the opportunity to create professional development plans 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. IDP completion rates are tracked to monitor employee advancement in career planning.

### Coach and train

**Coaching:** Great managers are key to retaining and motivating employees. Internal analysis has shown that employees

who work 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 of our managers around the world. In 2015, we centralized and modernized our strategy. Launched in July 2015, the updated Great Managers development program delivers continuous learning – providing 2,400 managers with the knowledge they need, when they need it, in a way that’s easy to consume. The program’s four-pronged approach includes:

- Centralized global classroom training
- Interactive live virtual sessions



### Building manager proficiency

The updated Great Managers development program provides continuous learning to 2,400 managers around the world. The program helps leaders become proficient in the four key areas necessary to facilitate competitively superior results across their teams:

- Setting priorities
- Developing people
- Assessing talent
- Growing and inspiring teams

- A social-enabled website to give managers 24/7 access to bite-sized learning content
- Communication to keep managers informed and engaged

**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 “OnBoarding Fast Start” for new employees to “Managing People” and “Advanced Managing People” for improving managers’ skills. 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:** General Mills continually innovates to provide learning and development support to our global workforce. 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 Employee Engagement Survey includes data on employee satisfaction related to professional

development. Employees also rate the effectiveness of managers using the Great Managers Index. Feedback has led to a range of actionable items, including additional resources to improve managers' skills and communication and enhancements to the company's global internal collaboration network of more than 1,000 communities.

## Continuity

**Continuity:** Sixty-one percent of company officers started their careers in entry-level positions at General Mills. This continuity reflects our company's broad-based commitment to leadership development. Globally, 80 percent of our managers are promoted from within the company. We consistently receive 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 and professional development assistance through an external organization that provides outplacement services.

development are both top-down driven for alignment and locally managed 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

## 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 that we then translate into capability and learning priorities. The HR team develops training plans at the corporate, business and functional levels. Learning and



△ Employees in Korea participated in courses such as "self-leadership" - identifying interests and capabilities needed for their careers - and English business writing.



△ We provide learning opportunities to meet the demands of our increasingly mobile and global workforce.



# Community



We believe in the power of food to nourish lives and communities in lasting ways, from farm to fork.

**OUR GOAL** is to strengthen communities by increasing food security around the globe, while advancing the sustainability of the agricultural and environmental systems upon which our planet's food supply depends.

## OUR STRATEGIES

- 1 INCREASE** community food and nutrition security
- 2 ADVANCE** agricultural and environmental sustainability
- 3 INVEST** in our hometown communities



# Overview

**Nourishing our communities:** In fiscal 2015, General Mills donated more than US\$154 million to key initiatives that support communities around the globe. General Mills and its Foundation have contributed nearly US\$2 billion to charitable organizations worldwide since 1954. We have the greatest impact where our company's key strengths intersect with community needs. We focus our giving and volunteerism on increasing food and nutrition security, advancing agricultural and environmental sustainability, and strengthening our hometown communities. **G4-EC1, FP4**

Performance dashboard		
	2020 Goal	2015 Progress & highlights
 <p><b>Food &amp; nutrition security</b></p>	Provide <b>200 million meals</b> globally to food-insecure individuals through General Mills food donations	<ul style="list-style-type: none"> <li>■ <b>20 million meals</b> enabled through General Mills food donations globally during 2015</li> <li>■ More than <b>68 million meals</b> enabled through General Mills food donations globally since 2013</li> </ul>
	Strengthen <b>2,500+ food companies</b> in the most vulnerable and food-insecure regions	<ul style="list-style-type: none"> <li>■ Training and technical support provided through Partners in Food Solutions to more than <b>620 small and growing food businesses</b> in six African countries</li> </ul>
	Expand market opportunities for <b>1 million smallholder farmers</b> in vulnerable and food-insecure regions	<ul style="list-style-type: none"> <li>■ Through Partners In Food Solutions, <b>800,000+ smallholder farmers</b> and their <b>4.8 million family members</b> benefit from expanded market opportunities supplying small and growing food businesses in Africa</li> </ul>
 <p><b>Sustainable agriculture</b></p>	Improve the well-being of <b>20,000 people in smallholder farming communities</b> from which General Mills sources key ingredients	<ul style="list-style-type: none"> <li>■ CARE programs in West Africa funded by General Mills focused on youth education, farmer business training and community food security have reached <b>nearly 5,000 people</b> in cocoa farming communities</li> </ul>
	Increase charitable investments in natural resource conservation and sustainability to <b>30 percent of corporate contributions*</b>	<ul style="list-style-type: none"> <li>■ <b>US\$500,000</b> contributed to The Nature Conservancy in fiscal 2015 in support of the global water risk assessment project</li> <li>■ Charitable investments in conservation and sustainability increased in fiscal 2015 by <b>83 percent</b> versus prior year (to 13.2 percent of total corporate contributions*)</li> </ul>
 <p><b>Hometown communities</b></p>	Achieve employee volunteerism rate of <b>80 percent</b> worldwide	<ul style="list-style-type: none"> <li>■ <b>76 percent of employees</b> worldwide reported volunteering in their communities, including 83 percent of U.S.-based employees</li> </ul>
	Exceed <b>US\$2 billion</b> in cumulative corporate charitable giving	<ul style="list-style-type: none"> <li>■ <b>US\$154+ million</b> in corporate giving provided during fiscal 2015, including nearly \$28 million in grants to charities in communities worldwide</li> <li>■ General Mills and its Foundation have <b>contributed more than US\$1.9 billion</b> in cumulative corporate giving**</li> </ul>
	Provide more than <b>US\$1 billion</b> to schools through Box Tops for Education™ cause marketing program	<ul style="list-style-type: none"> <li>■ During the 2014-2015 school year, U.S. schools earned more than <b>US\$78 million</b> through Box Tops for Education™, including <b>US\$61 million</b> earned through General Mills brands</li> <li>■ Schools have earned more than <b>US\$715 million</b> through Box Tops for Education™ since the program began in 1996</li> </ul>

\*Of total corporate charitable contributions that are managed by the General Mills Foundation.

\*\*Since 1954, General Mills, Inc. and the General Mills Foundation have contributed **US\$1,969,655,470**. This figure includes Foundation grants, Box Tops for Education giving, corporate contributions and the company's global food donations.



# Our approach: connect & lead

Unite innovative ideas, resources and partners to make an impact around the world

At General Mills, our philanthropy and community engagement are closely connected with our core food business. 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 increasing food and nutrition security, advancing agricultural and environmental sustainability, and strengthening our hometown communities.

## Collective impact

**Philanthropy:** General Mills has connected people and resources across communities since our earliest days. Many of our most successful philanthropic initiatives are those where we have partnered with a cross-sector mix of highly committed stakeholders from across the community or region so that key insights and best practices can be shared and further scaled for broader societal impact.

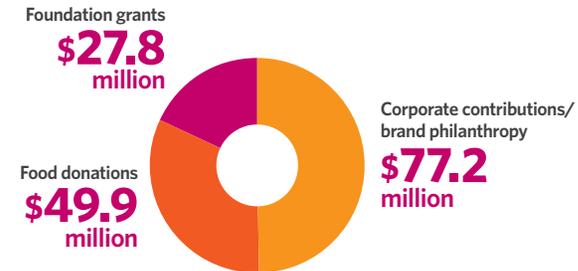
**Skills-based volunteerism:** Our employees contribute their time and expertise to community organizations through skills-based volunteerism, including programs such as **GoodWorks**. Worldwide, 76 percent of General Mills employees volunteer in their communities, including 83 percent of U.S.-based employees – one of the highest rates of volunteerism among all companies nationwide.

**Knowledge transfer:** We facilitate the sharing of best practices through programs such as **Partners in Food Solutions (PFS)**, a nonprofit that links the technical and business expertise of employees from General Mills and other leading companies to food processors and millers in the developing world – thereby increasing food security in entire regions.

**Creating shared value:** Through our philanthropy as well as General Mills’ sourcing and vendor activities, we invest in programs around the globe that improve the livelihoods and well-being of smallholder farmers and their families in the communities from which we source ingredients for General Mills products.

**\$154.9 million**

The amount we gave to charitable causes in fiscal 2015



**Brand partnerships:** Our brands engage and connect with consumers in dynamic ways to further support causes such as hunger prevention, nature conservation and biodiversity through programs including **Trail View** (Nature Valley), **Bee Friendlier** (Cascadian Farm) and **Outnumber Hunger** (multi-brand).

## 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 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 philanthropic initiatives, and leaders from the company’s finance, supply chain, marketing, legal, human resources, sales and external relations functions.



“When we share our employees’ food expertise, knowledge and skills with communities and partners around the globe, our potential for positive impact exceeds more than any philanthropic budget could ever yield on its own.”

– Mary Jane Melendez, Executive Director, General Mills Foundation



## OUR STRATEGIES AND ACTIONS

### 1 Increase community food and nutrition security

**A** Expand healthy food access for families and communities

### 2 Advance agricultural and environmental sustainability

**A** Increase farm vitality, farmer resilience and natural resource stewardship

### 3 Invest in our hometown communities

**A** Increase impact through employee volunteerism and community giving

# 1 Increase community food and nutrition security

## 1A Expand healthy food access for families and communities

Develop solutions to alleviate hunger and create food secure futures

We support programs that alleviate hunger, expand food system capacity and address barriers to food security.

### Food rescue and food donations



#### Impact

**US\$49.9 million in food donations globally in fiscal 2015.**

**US\$390 million donated in food worldwide since 1999.**

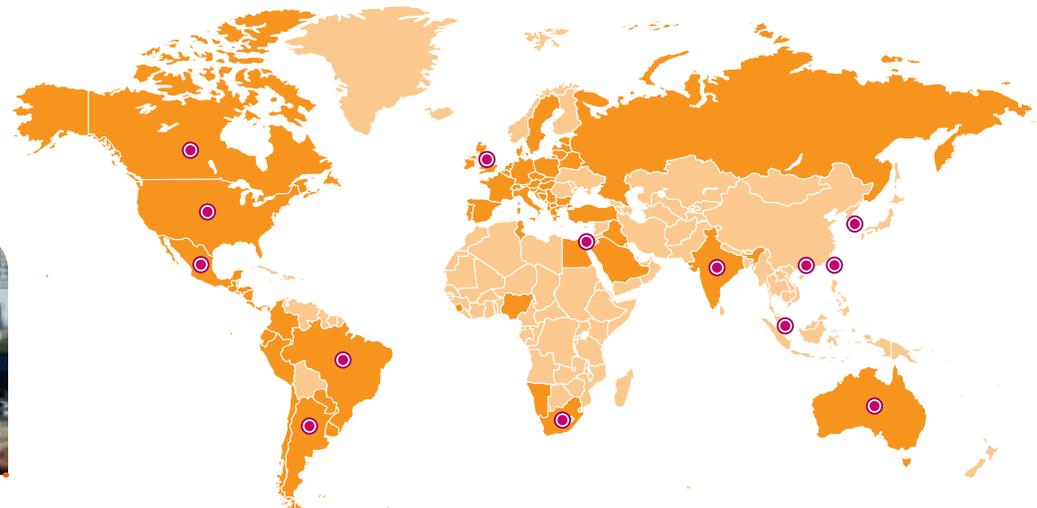


**The Global FoodBanking Network:** In 2015, General Mills provided US\$4.9 million worth of food donations, in addition to Foundation grants, to help **The Global FoodBanking Network (GFN)** create and strengthen food banks around the world. In 2015, GFN rescued 1.2 billion pounds of food and distributed it to 28,000 hunger-relief agencies that provided 1.5 billion meals to 6.5 million hungry people. In addition to our role as a GFN founding



△ In Chile, seniors receive nourishing meals provided by The Global FoodBanking Network.

Through food donations, grants and involvement with network partners, General Mills provides support to food banks around the world. Locations marked with circles below receive food donated directly from General Mills.



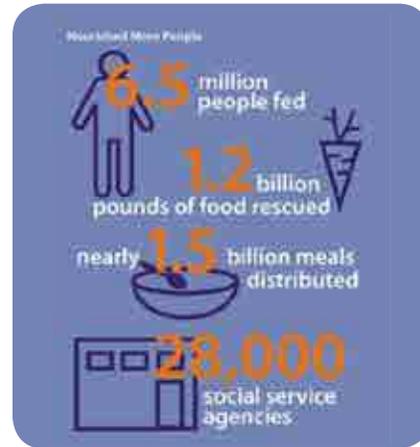


partner, General Mills continues to help GFN alleviate hunger on an expanded global scale through food donations, grants, volunteerism and intellectual philanthropy.

GFN's focus includes:

- Supporting and strengthening food bank members
- Creating national food bank systems where they are needed
- Leadership education and training for food banks worldwide
- Reducing child hunger and advancing nutrition around the globe

**Global FoodBanking Network 2015 impact:**




**Global FoodBanking Network expansion**

- In 2015, GFN expanded to 750 food banks in 34 countries.
- New food banks were opened in Bangalore, Dominican Republic, Panama, Peru, Shanghai and Uruguay.
- Food banks in Chile, Costa Rica, Taiwan and Hong Kong opened their second branches to reach more people in need.



△ The Global FoodBanking Network helps improve food security for people in Mexico.



“As a key partner and one of The Global FoodBanking Network’s leading supporters, General Mills has helped the GFN network of food banks in 34 countries rescue and redistribute surplus food to millions of hungry people. From financial resources to food donations to time and talent, General Mills - together with food banks around the world - is changing lives.”

- Lisa Moon, President and CEO, The Global FoodBanking Network



**Feeding America:** Our partnership with Feeding America spans more than 35 years and is multifaceted, ranging from food donations to cause marketing programs, board service

to local volunteerism and Foundation grants. In fiscal 2015 alone, General Mills donated **more than 23 million pounds** of food to Feeding America’s 200 food banks across the United States.

Together, we provide nourishment to Americans struggling with hunger.

**Meet the need and stabilize lives**



**General Mills support to Feeding America**

- Founding partner
- 35 years of philanthropic support
- Leading food donor
- Engaging consumers through Outnumber Hunger
- Engaging employees through volunteerism
- Feeding America board engagement



**Second Harvest Heartland:** For more than three decades, General Mills has partnered with [Second Harvest Heartland](#), one of the largest, most efficient and innovative food banks in the Feeding America national network. General Mills' support spans food donations, Foundation grants and employee volunteerism. In addition to developing and piloting innovative solutions for achieving community food security, Second Harvest Heartland supports more than 1,000 food shelves, pantries and other hunger relief programs in Minnesota and western Wisconsin. With grants from General Mills, Second Harvest Heartland has successfully advanced strategic initiatives focused on increasing the availability of produce and other fresh foods across the region's hunger relief system, thereby expanding the capacity of food shelves and agencies to source, distribute and increase consumption of fresh produce.



△ The FareShare FoodCloud mobile app and online platform link surplus food at the store level with local charitable organizations.

**FareShare:** As part of our global food security strategy, we support the nonprofit, [FareShare](#), in the U.K. During its most recent fiscal year, FareShare rescued and redistributed 7,961 metric tons of food – a

25 percent increase over the previous 12 months – to more than 2,100 charities and community groups. General Mills' 2015 grant to FareShare included support for a strategic project to enable U.K. grocery

retailers to systematically address food waste at the store level. The initiative included development of FareShare FoodCloud, an online platform and mobile app that instantly notifies hunger relief charities when there is food available at their local Tesco for donation. As a result, thousands of tons of excess food are being rescued and donated annually to U.K. hunger charities. Once the program pilot in Tesco stores has been fully assessed, FareShare plans to roll it out to other supermarkets with the potential to create expanded food networks for charities and community groups across the country. FareShare is now redistributing enough food for **16.6 million meals a year** and driving food savings for the charitable organizations served at the rate of more than **US\$24 million annually**. In addition to financial support, General Mills also donates food to FareShare.



## Second Harvest Heartland – fresh produce impact

**Impact:** From 2013 to 2015, Second Harvest Heartland distributed more than 24 million pounds of fresh fruits and vegetables – including more than 10 million pounds in 2015 – that would otherwise have been unharvested or discarded.

**Support:** General Mills' support of Second Harvest Heartland in 2015

included US\$250,000 in funding for [Share Fresh Minnesota](#), a 'farm-to-foodshelf' agricultural surplus initiative that has resulted in millions of pounds of excess produce going from the fields into the hunger relief system to nourish hungry neighbors statewide with locally sourced, healthy foods.



WATCH VIDEO



△ Learn more about how Share Fresh facilitates distribution of local surplus produce.



△ General Mills supports the Campus Kitchens Project, a network of student volunteers in the U.S. focused on recovering food and providing meals.

### Campus Kitchens

**Project:** Since 1999, the General Mills Foundation has



supported the **Campus Kitchens Project**, a nonprofit focused on empowering college, university and high school students to create sustainable solutions to food waste and hunger. The network of student volunteer organizations on nearly 50 U.S. campuses trains and supports students as they transform unused food from dining halls, grocery stores, restaurants and farmers' markets into meals that are delivered to local agencies serving those in need. Since 2001, Campus Kitchens Project has recovered more than 5.1 million pounds of food (including more than 1 million pounds during 2015 alone), and has converted the rescued food into 2.5 million meals for the hungry.

## FOOD WASTE REDUCTION ALLIANCE

**Food Waste Reduction Alliance:** Through our participation in the **Food Waste Reduction Alliance (FWRA)**, we are helping to reduce the amount of waste being sent to landfills and redirecting it instead to feed hungry people in communities across the U.S. FWRA was formed in 2011 by a group of food retailers and food and beverage companies, including General Mills. In 2015, FWRA released a guide to food waste reduction best practices and solutions that outlines strategies from leading food producers, retailers and foodservice operators and shares successful approaches to keeping food out of landfills while maximizing opportunities to feed hungry neighbors in our communities. This toolkit, the **2015 Best Practices and Emerging Solutions Guide**, includes input from more than 30 FWRA member companies and expert partners from the hunger relief and waste management sectors.

### Food Waste Reduction Alliance goals

**GOAL #1**

Reduce the amount of food waste generated

**GOAL #2**

Increase the amount of safe, nutritious food donated to those in need

**GOAL #3**

Recycle unavoidable food waste, diverting it from landfills

△ FWRA's initial objectives were to reduce food waste to landfills and increase food donations. The organization's focus has expanded to include recycling of unavoidable food waste.

## Strengthen community food systems

### Impact

**US\$13.4 million invested globally through 2015 grants that support hunger and nutrition programs.**

**US\$1.3 million focused on expanding the capabilities of food banks in 2015.**

**17+ million more pounds of fresh produce nourishing communities in 2015.**

Grants from the General Mills Foundation help our community partners expand systems capacity to receive and distribute food. We support a variety of efforts to strengthen regional and local food systems to increase food security.

### SOURCING

- Seasonality
- Acquisition costs
- Geography
- Transportation costs

### HANDLING

- Receiving and handling practices
- Cold storage capacity at food banks and food pantries

### DISTRIBUTION

- Timely and efficient distribution
- Food pantry and client education

△ Contributions from General Mills are helping food banks overcome these barriers to expanding fresh food offerings.

Fresh Produce Expansion grants, described below, are one way we are helping improve nutrition for at-risk people in our communities.

### Removing barriers to providing fresh produce

Thanks to **Fresh Produce Expansion grants** from the General Mills Foundation to Feeding America in 2015, **7.5 million** additional pounds of fresh produce are now nourishing U.S. communities annually. This funding enabled food banks to eliminate barriers to sourcing and distributing more fresh food, including fruits and vegetables. Actions included:

**Equipping** - Our support enabled food banks to purchase refrigerators, freezers, air quality equipment and other needed items to expand their capacity for storing fresh fruits and vegetables safely so they can accept more produce and keep it fresh longer. Sorting and packing equipment also helped food banks accept bulk donations and prepare them for distribution.

**Transporting** - From maintaining trucks to obtaining trailers with lift gates, food banks were able to load, transport and unload food more efficiently, boosting intake capacity.

**Coordinating** - Additional staff members increased the ability of food banks to coordinate donations and make arrangements to gather and distribute food more widely, especially in areas with high concentrations of poverty.



## Partners in Food Solutions

### Connecting expertise with opportunity

Now a standalone nonprofit, globally recognized and fueled by funds and volunteers from leading multinational corporations, Partners in Food Solutions (PFS) began as a program inside General Mills in 2008. The nonprofit organization is working to improve the capacity, efficiency and product quality of food companies in Africa to improve food security and nutrition and drive economic development, thereby helping to improve living standards, address chronic food supply issues and respond to extreme hunger in the developing world. PFS links the technical and business expertise of volunteers – including food scientists, nutritionists and engineers – from industry-leading food companies with 620 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



△ In July 2015, U.S. President Barack Obama visited PFS client Faffa Food Share Company in Ethiopia to highlight the significance of public-private partnerships. “A part of our goal is not just to provide to countries that may have food scarcity, but to continually build up their capacity across the board. And so, having strong corporate partners alongside local business can really make a big difference.” – President Barack Obama

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.

**Additional partners:** PFS collaborates with a range of organizations, including corporate partners General Mills,



△ In Kenya, General Mills employees serving as PFS volunteers are working with Osho Grain Millers to produce instant maize meal.

Cargill, DSM, Bühler and The Hershey Company, which joined the effort in 2015; implementation partners TechnoServe and USAID; and strategic partners Root Capital, Colle+McVoy and Ecolab.

**Expanding to West Africa:** With the addition of The Hershey Company to the PFS partner team, the organization is expanding its footprint into West Africa. Starting in Ghana, PFS is partnering with social investment fund Root Capital to combine business and technical expertise from corporate volunteers with capital lending and financial training. PFS plans to extend this initiative into Côte d'Ivoire in 2016.

**Flour fortification:** In March 2015, ASTCO Food Complex celebrated Ethiopia's first-ever fortified wheat flour with the assistance of PFS volunteers, giving consumers new access to essential vitamins and minerals.

**Recognition:** In alliance with TechnoServe and USAID, PFS was recognized by the U.S. State Department in 2015 as an outstanding public-private partnership through its nomination as a P3 Impact Award Finalist.

PFS supports small and growing food processors and mills in Africa.



△ PFS connects the expertise of volunteers like Dante Vargas, a General Mills employee, with small companies to help them grow. Learn how PFS volunteers have helped a processor of sunflower oil in Dodoma, Tanzania.

“The ability to connect the know-how, wisdom and expertise from companies like General Mills with promising food companies across Africa is bringing tangible benefits to many people. Assisting local food companies is a catalyst for growing or sustaining the demand for the crops of smallholder farmers, improving nutrition and food safety, and building local economies.”

– Jeff Dykstra, CEO, Partners in Food Solutions



## Impact: PFS results since 2008

620 food companies and processors in six countries have received training and support.

800,000+ smallholder farmers – and their 4.8 million family members – benefit as they supply those processors.

Improved access to more locally sourced, nutritious and safe food at affordable prices for both food aid and local retail markets.

820+ skilled employees and retirees from corporate partner organizations have participated, including more than 480 from General Mills (valued at nearly US\$4.5 million).

62,000+ hours contributed by these volunteers have supported more than 380 projects.





## Closing the missing meal gap



### Impact

Nearly 8 million breakfasts provided to at-risk students through Breakfast Club of Canada, School Breakfast Challenge and China school meals programs.

Reduced Minnesota's (100 million meal) missing meal gap by 70 percent via the Hunger-Free Minnesota campaign since 2011.

1.1 million meals provided through the Minnesota School Breakfast Challenge in 2015.

**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



△ 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.

communities through **Breakfast Club of Canada**. The program delivers food, funds, equipment and training to schools in low-income communities, helping them serve **340,000 breakfasts** each year. We also provide support for a greenhouse project in Exshaw, a community devastated by flooding in Alberta, Canada, that helps students and community members to sustainably grow nutritious food. Located

at a school with an existing Breakfast Club of Canada program, the greenhouse serves members of an adjacent First Nations community struggling with food insecurity.

**Minnesota School Breakfast Challenge:** In 2015, General Mills supported phase two of the **School Breakfast Challenge**, providing financial support for 120 high-need Minnesota schools to increase breakfasts served to low-income children.

Participation in the challenge resulted in a 24 percent increase in the number of breakfasts served to students eligible for free and reduced-price meals. By promoting increased utilization of the school breakfast program, 9.54 million meals were provided to food insecure and at-risk students, including **1.1 million meals** during the 2014-2015 school year alone. The School Breakfast 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.



△ More at-risk students receive nutritious food through the Minnesota School Breakfast Challenge.

**Western China school meals:** In western China, we provide support for school meals served daily to more than 1,200 students



"Breakfast Club of Canada is proud to count General Mills as a major contributor to the success of our mission. Thanks to generous partners like General Mills, we are able to help serve over 27 million breakfasts during the school year."

- Daniel Germain, President and Founder, Breakfast Club of Canada



△ We help provide nutritious school meals for students in western China.

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.

**Hunger-Free Minnesota campaign:**

*Hunger-Free Minnesota*, a three-year campaign to transform hunger relief in the state, came to a close as planned in 2015, *with incredible results*. The collective effort generated 70 million meals to feed hungry Minnesotans, well above the campaign’s 60 million meal goal, while also making sustainable improvements in how hunger relief works in Minnesota. Launched in 2011 leveraging community level data from the Missing

Meal Gap Study by Feeding America and a rigorous business plan developed in partnership with The Boston Consulting Group, the Hunger-Free Minnesota team used a refined methodology first developed by Second Harvest Heartland to identify a gap of nearly 100 million missing meals. Eight founding partners created the action plan, which was vetted by 500 stakeholders across the state. Interventions focused on improving food sourcing from farm to table and in-between, building service capacity, and heightening awareness and participation in government nutrition programs.

**G4-EC1, FP4**

**Hunger-Free Minnesota campaign highlights**

- Cross-sector collaboration to close the state’s missing meal gap, involving community, corporate, education, government, research and media entities at all levels
- Data-driven accountability across the campaign’s eight programmatic initiatives
- Cumulative investment (all partners) of more than \$9.7 million into communities
- Implementation of more than 400 food security projects
- Results included generation of 70 million meals for the hungry



△ The Hunger-Free Minnesota campaign directed investments into the most effective and transformational solutions to change the trajectory of hunger relief across the state.



# 2

## Advance agricultural and environmental sustainability

### 2A Increase farm vitality, farmer resilience and natural resource stewardship

#### Improve the well-being and livelihoods of smallholder farmers and their families

More than ever, General Mills is aligning its philanthropy to further support the company's global commitment to sustainable agriculture and environmental stewardship. Whether it's investing in NGO-led programs that strengthen the smallholder farming communities from which we source ingredients like cocoa or vanilla, or contributing to initiatives that conserve and restore watersheds around the globe, we believe these investments have a sustained benefit and value that is good for communities, the environment and business.

#### Support smallholder farmers and strengthen their communities

In developing economies where General Mills or our suppliers source raw ingredients for our products, we work with smallholder farmers, NGOs and industry partners to ensure these farmers, their families and communities have the resources and support needed to increase their well-being and ability to prosper.

#### Cocoa-growing communities in Ghana:

General Mills invests in philanthropic programs led by the global humanitarian organization, CARE, in the cocoa-growing communities of West Africa – including communities from which our suppliers source cocoa for General Mills products. CARE's programs foster prosperous, sustainable and resilient cocoa-



△ In Ghana, our investments support CARE's efforts to keep kids in school.

farming communities by engaging with them in planning and resource investments aimed at increasing cocoa farmer livelihoods, eradicating child labor, increasing household food and nutrition security, and promoting education for all children. The project operates in four of Ghana's poorest cocoa districts: two in

the Ashanti region (Ahafo Ano North and South); one in the Brong Ahafo region (Tano North); and one in the Central region (Asikuma Odoben Brakwa). Read more about our commitments and efforts to support cocoa growers and their communities in the [Sustainability](#) section.



#### Impact

**1,577** smallholder cocoa farmers and their family members benefited from expanded access to education, training and food security programs.

**20** cocoa communities supported in the formation of cooperatives.

**76 percent** increase in average gross income of participating cocoa farmers.

**660** vanilla growers and their 2,640 family members benefited from our investments.



△ More cocoa farmers are joining cooperatives in their communities.



△ Our support helps promote education and increase food and nutrition security.



**Vanilla-growing communities in Madagascar:** Our work with CARE in Madagascar during 2013 and 2014 has improved food security for vanilla farming communities, including 660 farmers and their 2,640 family members. In 2015, employees from our Häagen-Dazs production facility in Arras, France, traveled to Belambo, Madagascar, to help inaugurate a new secondary school building and establish a committee to oversee the community library. These visits



△ The Belambo community library is now well stocked with books, thanks to donations from General Mills employees.



△ A General Mills employee from Arras, France, works with the new manager of the community library in Belambo, Madagascar, a village where we source vanilla.

are part of an ongoing relationship between the Häagen-Dazs team in Arras and the vanilla growing community in Belambo. This connection includes an ongoing “sister school” cross-cultural education program between the primary schools in Arras and Belambo in which the students discuss French and Malagasy daily life. Learn more about how we are helping farmers increase sustainability and improve their livelihoods in the [Sustainability](#) section of this report.



△ General Mills employees in Arras raised money to fund a school building and donated books, stationery and clothing for the community in Belambo. The new school serves older students, ages 11 to 14, and enables 120 additional students from the surrounding area to attend classes.

## Protect natural resources



### Impact

**Supporting watershed projects in communities that are home to 95 million people.**

**US\$500,000 provided in 2015 to The Nature Conservancy to protect at-risk watersheds.**

**83 percent year-over-year increase in charitable investments to advance sustainability.**

**Water conservation:** We understand that water stewardship is not only good for business, it is also vital for communities and the natural ecosystems upon which we all depend. During fiscal 2015, General Mills contributions to [The Nature](#)

[Conservancy](#) (TNC) included support for Water Stewardship for a Sustainable Future, an initiative addressing at-risk watersheds in Central Mexico, California, New Mexico and the U.S. Central High Plains, through heightened watershed analysis to inform conservation efforts.

TNC and General Mills share findings from this work with local communities around the watersheds and develop collaborative action plans with stakeholders, including large water users, governments and interested community members. We also work with TNC to ensure implementation of these action plans and strategies.

Learn more about our water stewardship work to protect at-risk watersheds and improve the sustainability of water use throughout our supply chain in story 2A and water conservation efforts in our own operations in story 4D of the [Sustainability](#) section.

**G4-EC1, EN9, EN27**



△ We support water stewardship projects in our communities.



# 3 Invest in our hometown communities

## 3A Increase impact through employee volunteerism and community giving

Share skills and best practices



### Impact

**76 percent** of General Mills employees worldwide report volunteering in their communities, including **83 percent** of U.S.-based employees.

**10,000+ hours** volunteered by nearly 2,000 employees in 60 locations during Think Global, Volunteer Local activities in 2015.

**50+ communities** supported through local grants in 2015.

Nearly **US\$28 million** in grants provided to charities in communities worldwide.



△ Employees collected vegetables from the Giving Garden at General Mills headquarters. More than 2,500 pounds of produce from the garden were donated in 2015 to local nonprofit organizations, including Prism and Second Harvest Heartland. More than 14,000 pounds of produce have been donated to hunger-relief programs since the garden was established in 2010.

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 our communities by harnessing our collective insights and resources for greater 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



### Supporting schools

Since Box Tops for Education™ began in 1996, U.S. schools have earned more than US\$715 million through the program, including over US\$78 million during the 2014-2015 school year.





knowledge for the benefit of our communities worldwide. Founded in 2009, the *Good Works* program links nonprofit organizations with General Mills marketing and consumer insights professionals around the globe, enabling our employees to apply 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, receiving strong reviews from the nonprofits about the quality and impact of their work.

## Think Global, Volunteer Local

In 2015, nearly 2,000 General Mills employees from 60 locations around the world volunteered more than 10,000 hours in their communities as part of our Think Global, Volunteer Local (TGVL) event. This annual initiative is part of our

broader strategy to connect employees in meaningful ways with our communities so they can make a positive impact throughout the year. TGVL is strategically focused on hunger, nutrition, sustainability and environmental community projects. These efforts reinforce our core values. Listed below are just a few examples of our employees' many acts of volunteerism.

**Brazil:** Community involvement continues to grow in Brazil. More than 680 employees participated in TGVL in 2015 - a 21 percent increase from the previous year - including people from all plants, several distribution centers and the São Paulo main office. TGVL activities occurred in 15 cities, with many volunteers helping institutions supported by 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 General Mills employees from Shanghai, Guangzhou, Nanjin and Sanhe participated in a variety of volunteer opportunities ranging from environmental projects to serving meals. For example, in Guangzhou, employees focused on recycling unwanted goods, while in Nanjing, efforts focused on roadside cleanup in a mountain area. Employees from Sanhe collected donations for children in Gansu, a poverty stricken area in western China.

### G4-FP4



△ Hong Kong employees collected bottles for recycling.



△ Spanish volunteers worked with GREFA, which focuses on the rehabilitation of Spanish wildlife and habitat, on a project benefiting the European Galapagos.

**10,000**

In 2015, General Mills employees volunteered more than 10,000 hours in their communities as part of Think Global, Volunteer Local.



△ Employees in Brazil helped renovate buildings as part of TGVL.



△ In China, employees from Shanghai provided care for children of migrant workers and served them *Wanchai Ferry* dumplings during TGVL.

# APPENDIX

## Environmental Data Summary<sup>\*,\*\*,\*\*\*</sup>

In thousands, except rate data	2005	2006	2007	2008	2009	2010	2011	2012	2013 Excl Yoplait/Yoki	2013 Incl Yoplait/Yoki	2014 Excl Yoplait/Yoki	2014 Incl Yoplait/Yoki	2015 Excl Yoplait/Yoki	2015 Incl Yoplait/Yoki
Energy usage rate (kWh/metric ton of product) <b>EN5</b>	580	570	579	557	546	534	533	528	530	524	532	523	538	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	2,465,263	2,503,348	2,926,949	2,522,890	2,923,925	2,513,520	2,894,479
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	1,358,819	1,388,055	1,641,653	1,413,128	1,660,881	1,399,399	1,643,339
Fuel oil (kWh)	50,237	58,580	37,242	29,597	24,192	23,556	22,055	22,413	19,002	23,326	10,045	14,323	4,465	9,023
Natural gas (kWh)	1,414,573	1,370,316	1,405,408	1,379,694	1,377,570	1,382,944	1,350,699	1,266,571	1,283,946	1,385,563	1,308,555	1,411,983	1,308,898	1,416,748
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	1,690	14,923
Solar panels (kWh)	NA	NA	NA	NA	NA	NA	82	121	119	119	121	121	118	118
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	16,345	16,345
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	44,193	44,193
Biomass (kWh)	NA	NA	NA	NA	NA	2,352	7,993	18,559	25,756	146,383	26,530	142,375	23,690	141,990
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	1,114,121	1,251,140
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	160,288	297,307
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	953,833	953,833
Energy usage, by region														
International (kWh)	215,212	253,647	284,709	291,888	264,858	262,493	268,289	284,020	295,020	718,621	292,876	693,911	307,049	688,009
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	2,206,471	2,206,471
GHG emissions rate (metric tons CO <sub>2</sub> e/ metric tons of product) <b>EN18</b>	0.226	0.222	0.225	0.216	0.211	0.204	0.206	0.206	0.205	0.181	0.196	0.173	0.197	0.173
GHG emissions (Scopes 1 and 2) (metric tons CO <sub>2</sub> e)	1,076	1,068	1,062	1,068	1,037	1,017	1,006	961	970	1,013	928	965	922	956
Scope 1 (metric tons CO <sub>2</sub> e) <b>EN15</b>	280	283	285	282	273	285	273	251	254	281	259	284	255	278
Fuel oil (metric tons CO <sub>2</sub> e)	12	14	8	7	5	5	5	5	4	5	2	4	1	2
Natural gas (metric tons CO <sub>2</sub> e)	267	268	275	274	265	277	267	246	250	270	256	274	253	273
LP gas (metric tons CO <sub>2</sub> e)	1	1	1	1	3	4	1	1	0	6	1	6	0.4	3
Scope 2 (metric tons CO <sub>2</sub> e) <b>EN16</b>	797	786	777	786	763	732	733	710	716	732	669	681	667	678
GHG emissions from renewables (not in Scope 1 or 2)	NA	NA	NA	NA	NA	0	1	3	5	44	8	48	10	48
GHG Emissions, by region														
International (metric tons CO <sub>2</sub> e)	64	76	86	85	84	87	91	95	100	143	95	132	96	129
North America (metric tons CO <sub>2</sub> e)	1,012	993	977	983	953	930	915	866	870	870	833	833	826	826
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	2.137	2.858
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	10,100	15,800	10,000	15,800
Groundwater (cubic meters)	NA	NA	NA	NA	NA	NA	2,000	1,800	1,700	7,800	1,700	7,100	1,700	7,200
Municipal (cubic meters)	NA	NA	NA	NA	NA	NA	8,300	8,200	8,300	8,400	8,400	8,700	8,300	8,600
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	0.033	0.035
Solid waste (metric tons) <b>EN23</b>	266	241	221	239	197	183	178	159	155	190	152	186	152	193

\* Data in this table is reported on a May-April basis (through April of the year noted). Energy, GHG emissions, water, and solid waste generation absolute and rate data are from wholly owned or controlled production facilities globally. Solid waste data in this table is from production and excludes waste associated with construction as well as non-production activities such as new product trials.

\*\* Some segments do not add up to total, due to rounding.

\*\*\* Some data are restated compared to reporting in prior years to reflect improvements in data gathering and tracking methodology.

## 2015 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.

77% of U.S. retail sales volume nutritionally improved since 2005, including more than 1,000 products.

**CPW:** Announced targets in 2012 for nutritionally improving about 5.3 billion portions of cereals popular with kids and teens in more than 130 markets.

85% of net sales of CPW kids and teens brands worldwide achieved Global Nutrition Commitment criteria in 2015.

##### 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; nearly 69% of Big G cereals have 9 grams of sugar or less per serving.

In 2015, we reduced sugar by 25% in each serving of *Yoplait*® Original, decreasing the amount of sugar from 26 grams to 18 grams; since 2007, we have reduced sugar in three other yogurts – *Yoplait*® Go-Gurt, *Yoplait*® Trix and *Yoplait*® Kids – by nearly 25%.

Reduced sugar by at least 10% in more than 250 products since 2005; introduced lower-sugar products.

##### Reduce sodium

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

As of the end of 2015, we met or exceeded our goal in seven of 10 categories and made significant progress in the other three, with reductions across the 10 categories ranging from 18-35%; this effort includes sodium reductions in more than 350 products – more than one-third of our U.S. retail sales volume.

##### Reduce calories

**U.S.:** Reduce calories by 10% or more per serving.

More than 1,000 General Mills' U.S. retail products (64%) have 150 calories or less per serving; more than 550 General Mills' U.S. retail products (36%) have 100 calories or less per serving.

# 2015 Commitments/Goals/Progress



## Health & Wellness (con't)

### Target

### Progress

#### Remove artificial ingredients

**U.S.:** In June 2015, we committed to removing artificial flavors and colors from artificial sources from all of our U.S. retail cereals by the end of 2017.

**U.S.:** 77% of General Mills U.S. retail cereals, including *Cinnamon Toast Crunch* and original *Cheerios*, are made without artificial flavors and colors from artificial sources.

**U.S.:** 100% of U.S. retail *Nature Valley* Granola Bars, *Betty Crocker* Cookie Mixes, *Mott's* and *Equity* Fruit Snacks have no artificial flavors or colors from artificial sources; 100% of U.S. retail *Nature Valley* Granola Bars and *Yoplait*® Original yogurt contain no artificial sweeteners.

#### Expand wellness offerings to meet diverse consumer needs

Expand our leadership in gluten-free products.

**U.S.:** 980+ gluten-free products offered in the U.S.; second-largest U.S. producer of gluten-free products.

Grow our natural and organic food business to US\$1 billion in sales by 2019, nearly double its current size.

**U.S. and Canada:** 262 organic retail products offered in the U.S. and Canada; third-largest U.S. natural and organic food producer.

Expand protein-rich product offerings.

**U.S.:** 225 U.S. retail products offered with at least 10 percent daily value of protein per serving.

#### Expand food safety

Achieve Global Food Safety Initiative (GFSI) certification of all General Mills-owned facilities by 2020.

72% of General Mills-owned facilities are GFSI certified; 75% of co-production sites and 49% 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 has been in full compliance with CFBAI standards since their inception in 2006, including the Uniform Nutrition Standards that took effect in December 2013.

## 2015 Commitments/Goals/Progress



### Sustainability

Our goal is to protect the resources upon which our business depends by promoting environmentally and socially responsible practices across our entire value chain.



### Climate change

We are committed to collaborating across our company, value chain and industry to help tackle the global challenge of our changing climate.

#### Target

#### Progress

#### Address climate change

**2025 Goal:** Reduce absolute GHG emissions across our full value chain by 28% (compared to 2010).

**2050 Goal:** Reduce absolute GHG emissions across our full value chain by 41-72% (compared to 2010) to achieve sustainable levels in line with scientific consensus.

Progress on our 10x20 sustainable sourcing commitment (see below).

Improvement in energy use, GHG emissions and packaging within our operations (see page 109).

Collaboration across industries and organizations, including We Mean Business and BICEP.

For more information on our climate change goal and plans, see pages 34-35.



### Sourcing

We are committed to sustainably sourcing 100% of our 10 priority ingredients by 2020, representing more than 50% of our annual raw material purchases.

RAW MATERIAL	COMMITMENT	2015 PROGRESS*
Vanilla	100 percent of spend sourced sustainably by 2020.	45 percent
Cocoa	100 percent of spend sourced sustainably by 2020.	28 percent
Palm oil	100 percent of spend sourced sustainably by 2015.	100 percent
Sugarcane	100 percent of spend sourced sustainably by 2020.	59 percent
Oats	100 percent of spend sourced sustainably by 2020.	40 percent
U.S. wheat	100 percent of spend sourced sustainably by 2020.	24 percent
U.S. sugar beets	100 percent of spend sourced sustainably by 2020.	47 percent
U.S. corn (dry milled)	100 percent of spend sourced sustainably by 2020.	26 percent
U.S dairy (fluid milk)	100 percent of spend sourced sustainably by 2020.	20 percent
Fiber packaging	100 percent of spend sourced sustainably by 2020.	99 percent

\*Progress numbers may vary from year to year due to changes in suppliers, market conditions or improvements in data tracking methodology. See sustainability definitions for each raw material on page 38.

# 2015 Commitments/Goals/Progress



## Sustainability (con't)



**Water stewardship** : We are committed to improving the sustainability of water use throughout our supply chain.

### Target

#### Improve water stewardship

Reduce water risk by applying four-phase water stewardship approach in priority at-risk watersheds.

### Progress

Introduced a formal Water Policy.  
Signed the CEO Water Mandate.  
Joined Connect the Drops.  
Made progress in eight priority at-risk watersheds through analysis, action planning and collaboration.



**Human rights** : We are committed to conducting business with high ethical standards and we expect our suppliers to do the same.

### Target

#### Respect human rights

We hold ourselves and our suppliers to the same level of compliance expectations for respecting human rights in our supply chains as outlined in our Policy on Human Rights and Supplier Code of Conduct.

### Progress

Launched our Policy on Human Rights.  
Members of the AIM-PROGRESS Responsible Sourcing Forum and the Supplier Ethical Data Exchange (SEDEX).  
Signatories to the United Nations Global Compact (UNGC) and UN Women's Empowerment Principles.  
Guided by the International Labour Organization's (ILO) 1998 Declaration on Fundamental Principles and Rights at Work.



**Animal welfare** : We support the humane treatment of animals in agriculture.

### Target

#### Protect animal welfare

Source 100% cage-free eggs for our U.S. operations by 2025, matching the 100% free-range eggs used for all Häagen-Dazs ice cream produced in Europe.

### Progress

Updated Animal Welfare policy.  
40% of our egg purchases globally are either cage-free or free-range, including 100% free-range eggs for ice cream produced in Europe.

# 2015 Commitments/Goals/Progress

## Sustainability (con't)

## Operations ⋮ We are committed to improving the environmental performance of our operations.

Target	Progress
<b>Reduce environmental footprint</b>	
<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 25% since 2009.
<b>Water:</b> 20% reduction in water usage rate by 2015 (2006 baseline).	20% 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 38% since 2005.
<b>Packaging:</b> 60% global packaging volume improved by 2015 (2009 baseline).	70% 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 9% to 1.22 injuries per 100 employees in fiscal 2015, down from 1.34 in 2014.

## 2015 Commitments/Goals/Progress



### Community

Our goal is to strengthen communities by increasing food security around the globe, while advancing the sustainability of the agricultural and environmental systems upon which our planet's food supply depends.

#### Target

#### Progress

##### Increase community food and nutrition security

2020 Goal: Provide 200 million meals globally to food-insecure individuals through General Mills food donations.

20 million meals enabled through General Mills food donations globally during 2015.

2020 Goal: Strengthen 2,500+ food companies in vulnerable and food-insecure regions.

Training and technical support provided through Partners in Food Solutions to 620 small and growing food businesses in six African countries.

2020 Goal: Expand market opportunities for 1 million smallholder farmers in vulnerable and food-insecure regions.

Through Partners In Food Solutions, 800,000+ smallholder farmers and their 4.8 million family members benefit from expanded market opportunities supplying small and growing food businesses in Africa.

##### Advance agricultural and environmental sustainability

2020 Goal: Improve the well-being of 20,000 people in smallholder farming communities from which General Mills sources key ingredients.

CARE programs in West Africa funded by General Mills focused on youth education, farmer business training and community food security have reached nearly 5,000 people in cocoa farming communities.

2020 Goal: Increase charitable investments in natural resource conservation and sustainability to 30% of corporate contributions.

\$500,000 contributed to The Nature Conservancy in fiscal 2015 for global water risk assessment; charitable investments in conservation and sustainability increased by 83% in fiscal 2015 to 13.2% of total corporate contributions.

##### Invest in our hometown communities

2020 Goal: Achieve employee volunteerism rate of 80% worldwide.

76% of employees worldwide reported volunteering in their communities.

2020 Goal: Exceed \$2 billion in cumulative corporate charitable giving.

\$154+ million in corporate giving during fiscal 2015; \$1.9+ billion in cumulative corporate giving since 1954.

2020 Goal: Provide \$1+ billion to schools through Box Tops for Education™.

\$78+ million earned by U.S. schools through Box Tops for Education™ during the 2014-2015 school year; \$715+ million since 1996.

## Composition of governance body (G4-LA12)\*

Board of Directors Diversity (% of total)	%
Male	72.7%
Female	27.3%
Black	18.2%
Asian	0%
Hispanic	0%
Native American/American Indian	0%
Age 50+	90.9%

## Global workforce data summary (G4-10 A-D)\*\*

Total number of employees by employment contract and gender			
Employment type	Total	Female	Male
Full Time	28,209	11,564	16,645
Part Time	526	446	80
Short Time	21	10	11
NonScheduled	204	152	52
Temporary/Casual	430	213	217
Seasonal	105	45	60

Total number of permanent employees by employment type and gender			
Permanent contract	Total	Female	Male
Full Time	28,209	11,564	16,645
Part Time	526	446	80
Short Time	21	10	11

Total workforce by employees and supervised workers and by gender			
Workforce breakdown	Total	Female	Male
All employees	29,495	12,430	17,065
Supervised by gender	N/A	N/A	N/A

Total workforce by region and gender			
Workforce breakdown	Total	Female	Male
Africa	83	42	41
Asia Pacific	2,117	736	1,381
Greater China	3,773	2,091	1,682
Australia/New Zealand	497	240	257
Canada	802	446	356
Europe	2,817	1,165	1,652
Latin America	3,792	1,509	2,283
Middle East	45	21	24
USA	15,569	6,180	9,389

\*As reported on p.iii of our 2015 Proxy Statement

\*\*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>		
G4-1	Statement from the most senior decision-maker of the organization.	CEO letter, 2015 Annual Report
G4-2	Description of key impacts, risks, and opportunities.	2015 10-K
<b>Organizational Profile</b>		
G4-3	Name of the organization.	2015 10-K
G4-4	Primary brands, products, and services.	Introduction, 2015 10-K
G4-5	Location of the organization's headquarters.	2015 10-K
G4-6	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
G4-7	Nature of ownership and legal form.	2015 10-K
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	GeneralMills.com/Company/Countries
G4-9	Scale of the organization.	2015 Annual Report
G4-10	Total workforce by employment type, employment contract, and region, broken down by gender.	Appendix
G4-11	Percentage of total employees covered by collective bargaining agreements.	Approximately 45% of U.S. production employees are covered by CBAs.
G4-12	Describe the organization's supply chain.	Introduction, Sustainability
G4-13	Any significant changes during the reporting period regarding the organization's size, structure, ownership or its supply chain	2015 Annual Report
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	GeneralMills.com/Responsibility
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	CEO letter, Introduction, Sustainability
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organizations.	Introduction, Health & Wellness, Sustainability, Community
<b>Identified Material Aspects and Boundaries</b>		
G4-17	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	2015 Annual Report
G4-18	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
G4-19	Material Aspects identified in the process for defining report content.	GRI Index
G4-20	For each material Aspect, report the Aspect Boundary within the organization.	Materiality section of Introduction
G4-21	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.	General Mills continues to align 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, Sustainability, Community
<b>G4-25</b>	Basis for identification and selection of stakeholders with whom to engage.	Introduction, Health & Wellness, Sustainability, Community
<b>G4-26</b>	Organization's approach to stakeholder engagement.	Introduction, Health & Wellness, Sustainability, Community
<b>G4-27</b>	Key topics and concerns that have been raised through stakeholder engagement.	Introduction, Health & Wellness, Sustainability, 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 2015
<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="#">GeneralMills.com/Investors</a>
<b>G4-38</b>	Composition of the highest governance body and its committees.	<a href="#">GeneralMills.com/Investors</a>
<b>G4-39</b>	Whether the Chair of the highest governance body is also an executive officer.	<a href="#">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="#">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="#">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.	<a href="#">Introduction, Sustainability</a>
<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="#">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="#">GeneralMills.com/Investors, Introduction</a>
<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="#">GeneralMills.com/Investors, Introduction</a>
<b>G4-47</b>	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	<a href="#">GeneralMills.com/Investors, Introduction</a>
<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.	<a href="#">Introduction, Sustainability</a>
<b>G4-49</b>	Process for communicating critical concerns to the highest governance body.	<a href="#">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.	<a href="#">2015 Proxy Statement</a>
<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).	<a href="#">2015 Proxy Statement</a>
<b>G4-52</b>	Process for determining remuneration.	<a href="#">2015 Proxy Statement</a>
<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="#">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

## 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, Sustainability, 2015 Annual Report, 2015 Proxy Statement
<b>G4-EC2</b>	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Introduction, Sustainability, Carbon Disclosure Project
<b>G4-EC3</b>	Coverage of the organization's defined benefit plan obligations.	2015 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.	Sustainability, Community
<b>G4-EC8</b>	Significant indirect economic impacts, including the extent of impacts.	Sustainability, Community
<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.	Sustainability

## Specific Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<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.	Sustainability
<b>Energy</b>		
<b>Material issue: Energy use</b>		
<b>G4-EN3</b>	Energy consumption within the organization.	Sustainability, Appendix - Environmental Data Summary
<b>G4-EN4</b>	Energy consumption outside of the organization.	Carbon Disclosure Project
<b>G4-EN5</b>	Energy intensity.	Sustainability, Appendix - Environmental Data Summary
<b>G4-EN6</b>	Reduction of energy consumption.	Sustainability
<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.	Sustainability, Appendix - Environmental Data Summary
<b>G4-EN9</b>	Water sources significantly affected by withdrawal of water.	Sustainability
<b>G4-EN10</b>	Percentage and total volume of water recycled and reused.	Sustainability
<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.	Sustainability
<b>G4-EN13</b>	Habitats protected or restored.	Sustainability
<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</b>		
<b>G4-EN15</b>	Direct greenhouse gas (GHG) emissions (Scope 1).	Sustainability, Appendix - Environmental Data Summary
<b>G4-EN16</b>	Energy indirect greenhouse gas (GHG) emissions (Scope 2).	Sustainability, Appendix - Environmental Data Summary
<b>G4-EN17</b>	Other indirect greenhouse gas (GHG) emissions (Scope 3).	Sustainability, Carbon Disclosure Project
<b>G4-EN18</b>	Greenhouse gas (GHG) emissions intensity.	Sustainability, Environmental Data Summary
<b>G4-EN19</b>	Reduction of greenhouse gas (GHG) emissions.	Sustainability
<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.	Sustainability
<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.	Sustainability
<b>G4-EN28</b>	Percentage of products sold and their packaging materials that are reclaimed by category.	Sustainability
<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>Material issue: Climate change</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.	Sustainability
<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>Material issue: Workforce management</b>		
<b>G4-LA1</b>	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Throughout fiscal 2015 and fiscal 2016, General Mills conducted several multiyear restructuring projects designed to accelerate long-term growth through increased organizational effectiveness, reduced overhead expense and streamlined operations. Details can be found in our 8-K filings.
<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>Material issue: Workplace safety</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>Material issue: Workforce management</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>Material issue: Workforce management</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, <a href="http://GeneralMills.com/Investors">GeneralMills.com/Investors</a>
<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.	Sustainability

## 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</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</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.	Sustainability
<b>Child Labor</b> <b>Material issue: Human rights</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.	Sustainability
<b>Forced or Compulsory Labor</b> <b>Material issue: Human rights</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.	Sustainability
<b>Indigenous Rights</b> <b>Material issue: Human rights</b>		
<b>G4-HR8</b>	Total number of incidents of violations involving rights of indigenous people and actions taken.	
<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.	Sustainability
<b>Supplier Human Rights Assessment</b> <b>Material issues: Human rights, 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, supply chain relationships</b>		
<b>G4-HR11</b>	Significant actual and potential negative human rights impacts in the supply chain and actions taken.	Sustainability
<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-SO1</b>	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Sustainability, Community
<b>Anticorruption</b>		
<b>G4-SO3</b>	Percentage and total number of business units analyzed for risks related to corruption.	Workplace
<b>G4-SO4</b>	Communication and training on anti-corruption policies and procedures.	Workplace
<b>Public Policy</b>		
<b>G4-SO6</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-SO9</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-SO10</b>	Significant actual and potential negative impacts on society in the supply chain and actions taken.	Sustainability
<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-PR5</b>	Results of surveys measuring customer satisfaction.	In fiscal 2015, 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, Sustainability
<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.	Sustainability General Mills adheres to a strict supplier code of conduct and utilizes independent third parties to assess supplier compliance with this code.
<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.	Sustainability
<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, Sustainability, Workplace, Community
<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

## Specific Standard Disclosures (con't)

Disclosure #	Disclosure Text	Location/Comments
<b>FOOD PROCESSING SECTOR SUPPLEMENT (CON'T)</b>		
<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 <a href="https://www.generalmills.com/Whole-grain">GeneralMills.com/Whole grain</a> <a href="https://www.generalmills.com/Benefits-of-Cereal">GeneralMills.com/Benefits of Cereal</a> <a href="https://www.generalmills.com/Benefits-of-Yogurt">GeneralMills.com/Benefits of Yogurt</a> <a href="https://www.generalmills.com/Nutrition">GeneralMills.com/Nutrition</a> <a href="https://www.generalmills.com/Bell-Institute-of-Health-and-Nutrition">Generalmills.com/Bell Institute of Health and Nutrition</a>
<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.	Sustainability 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.	Sustainability 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 80 Equal opportunity, page 83 Advance socially responsible supply chains, page 58 Code of Conduct, link on page 76
Principle 2: make sure that they are not complicit in human rights abuses.	Ethics and compliance, page 80 Advance socially responsible supply chains, page 58
<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 58
Principle 4: the elimination of all forms of forced and compulsory labor	Supplier code of conduct, link on page 58 Advance socially responsible supply chains, page 58
Principle 5: the effective abolition of child labor; and	Supplier code of conduct, link on page 58 Advance socially responsible supply chains, page 66
Principle 6: the elimination of discrimination in respect of employment and occupation.	Supplier code of conduct, link on page 66 Ethics and compliance, page 80 Diversity and inclusion, page 81 Supplier code of conduct, link on page 58
<b>Environment</b>	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	Environment approach, page 62 Sourcing approach, page 37
Principle 8: undertake initiatives to promote greater environmental responsibility; and	Environment performance, page 61 Sourcing performance, page 38 Ingredient sustainability, page 38 Sustainability in our operations, page 61 Water stewardship, page 55
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Environment performance, page 61 Sourcing performance, page 38 Ingredient sustainability, page 38 Sustainability in our operations, page 61 Water stewardship, page 55
<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 58 Code of Conduct, link on page 76