



**Leadership:** Our Executive Diversity Council includes nine senior leaders who oversee policies and regularly review programs and results related to diversity and inclusion. Our Chief Executive Officer personally reviews our diversity and inclusion progress quarterly and sets the tone for accountability throughout the company. Our senior leaders reinforce diversity and inclusion throughout the company by advising [employee networks](#), recruiting and mentoring women and employees who are ethnically diverse, and ensuring that women and ethnically diverse employees are carefully considered in all succession planning and leadership development.

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 Among the 14 members of our Board of Directors, five are women and five are ethnically diverse.  
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**Results:** Over the past 10 years, the number of minority and female officers at General Mills in the U.S. has increased dramatically. Between December 2006 and 2016, female officers increased from 33 percent to 37 percent and minority

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 Between December 2006 and 2016, female officers increased from 33 percent to 37 percent and minority officers increased from 10 percent to 19 percent.  
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officers increased from 10 percent to 19 percent. Similar results are seen at all levels in the organization. Women now hold 47 percent of management positions and comprise 53 percent of all salaried positions in the U.S.

## Employee networks

Members of our seven [employee networks](#) support each other and

reinforce our culture of diversity, inclusion and engagement. General Mills also has more than 30 employee clubs and more than 600 Yammer groups – online social networks that enable employees to foster relationships, discuss shared interests and collaborate. Together, these networks, clubs and groups help employees create more personal and

professional connections within our global work environment. The ability to find others who are focused on similar topics allows for more transparent communication between all employees, including participating leaders.

**G4-LA12**



### Employee network development events

Each year, our [employee networks](#) bring members together for development and leadership events to strengthen connections:

**Asian Leadership Conference:** More than 240 members of the Asian Heritage Network and South Asian Network met in October 2016 for networking, speaker presentations, professional development and socializing.

**The Black Champions Network Martin Luther King Leadership Summit and Development Day** in January 2017 brought together Black Champions Network members from across the company for networking opportunities and development sessions.

**Hispanic Leadership Development Summit (HLDS):** More than 200 General Mills employees attended the HLDS in October 2016. This three-day event features a mix

of speakers, development sessions, team building and socializing. The event theme was “La Diferencia: The Remarkable You” and focused on embracing differences, including aspects of culture, values and experiences, to lead and inspire others.

**Women in Leadership Forum:** More than 240 Women in Leadership members from across the company met in December 2016 to concentrate on how they can “Be the Change.” The day focused and prepared these leaders to be champions and drivers of change across the organization and their communities.

**Veterans Network:** The Veteran’s Network gathered in November 2016 to celebrate Veteran’s Day and share opportunities for



△ Women in Leadership members at the December 2016 forum.

using their experiences in the U.S. military – including a bias for action and purposeful leadership – to inspire their teams and help guide the company’s future success.



△ Hispanic Network members met in October 2016.



△ Black Champions Network members connected at the Martin Luther King Leadership Summit.



△ Members of the Veteran’s Network gathered in November 2016.