



» Employee engagement and development

► Material issues: Employee recruitment & development; employee health, safety & well-being | GRI 404-2, 3, FP4

Employee engagement

Our approach

We know that engaged employees create value and drive business performance. We are working to build a more agile, engaged organization by listening to employees, taking action and measuring progress.



△ Drivers of General Mills employee engagement

Examples of our engagement initiatives include:

- Leadership development – See the Engaging Leader story for details.
- Listening – Senior leaders host monthly lunch sessions to hear from employees at our headquarters facility.
- 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. We use employee feedback to improve our processes and strengthen our culture. In order to hear from our employees even more often on different topics,

we've added two new Employee Pulse surveys to our feedback cycle.

- Engagement Council – This cross-functional team helps ensure collaboration across the company to help create an engaging workplace; cultivate pride in our products, purpose and values; inspire trust in leadership; and capture employee input.
- Exchange social hours – These weekly events onsite at our headquarters locations provide employees with a

convenient opportunity to strengthen team connections at the end of the workday in a casual setting.

- Clubs and groups – More than 25 employee clubs and more than 600 Yammer groups (online social networks) enable employees to foster relationships, discuss shared interests and collaborate.

Our progress

Results from our 2018 Engagement Survey of salaried, professional employees worldwide included:

- 87 percent of employees told us they feel highly connected to their teams.
- 80 percent said they feel supported by their manager – an improvement of 2 percentage points from 2016 due to implementation of our Engaging Leader initiative.
- Employees also voiced concerns around our ability to execute quickly. We used our first Employee Pulse survey to find out more.



Engaging leaders at all levels

Engaging Leader expansion

In 2018, we expanded our Engaging Leader initiative to include all leaders and all employees. We launched Engaging Leader in July 2017 to transform the way our leaders support employees and consistently live our values to drive performance and engagement. More than 90 percent of leaders participated in development sessions across 22 countries to build skills and behaviors for increasing employee engagement and awareness of the impact of their leadership on culture and results. The initiative grew in 2018 to include:

- New and enhanced tools and programs to reinforce, inspire and activate Engaging Leader behaviors by all leaders.
- New comprehensive interactive resources to build awareness among

all employees so every employee can lead from every seat – and can help leaders stay accountable, providing feedback for continuous improvement.

Employee Pulse Surveys

We introduced Employee Pulse surveys in 2018 to provide two additional touchpoints in our feedback cycle. We used our first employee Pulse Survey in September to gather feedback about three key Engaging Leader behaviors:

- Apply appropriate effort – Employees reported progress in priority setting, understanding the level of effort required and shifting resources to the highest priorities.
- Explicit understanding of how to work – Employees told us that

role clarity and decision-making effectiveness were favorable within immediate teams – with an opportunity for more clarity across teams.

- Productive discourse – Employees identified an opportunity for leaders to do more to seek out different points of view and real-time feedback from all levels of the organization.

We know that changing leadership behaviors takes time and requires that we maintain our focus and check progress along the way. We continue to gather feedback through regular Employee Pulse Surveys as employees and managers build skills and commitment to become more engaging leaders.

