



Global **RESPONSIBILITY** 2019



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To our stakeholders:



Jeffrey L. Harmening
Chairman, Chief
Executive Officer
General Mills

At General Mills, we know that food plays a central role in people's lives and has a profound impact on the environment and communities worldwide. We believe that our company can be a force for good. By using our global scale and leadership, we work to create value and make a difference for consumers, workers, communities and the planet.

We face tremendous change in our industry, with unprecedented social and environmental challenges. Navigating this landscape requires transformation and innovation at every level, from how we source ingredients and make our products to how we engage with consumers and other stakeholders.

This transformation begins with understanding consumer needs and delivering what they want. Consumers increasingly demand food that reflects their values, from a company they trust. We have greatly expanded our offerings in recent years to meet these expectations and

we continue to increase transparency about our ingredients and how our food is made.

Feeding a growing global population depends on a healthy planet, so we are committed to treating the world with care. We continue taking bold actions to advance sustainability, including driving progress toward our ambitious goals to reduce greenhouse gas emissions by 28 percent across our value chain by 2025 and sustainably source our top 10 ingredients by 2020. We embrace our responsibility to help achieve a stable climate, healthy watersheds, strong ecosystems and better lives for farmers.

Transforming our global food systems requires new levels of collaboration and transparency across our supply chain, and with businesses, governments and nongovernmental organizations. We support key global efforts to advance the sustainability agenda, including the United Nations Global Compact, which we have endorsed since 2008.

This report describes General Mills' strategies and performance across four key areas:

Our Food, Our Planet, Our Workplace and Our Community. We have focused on the topics that are most important to our stakeholders and to our business. While we are proud of the progress we have made, hard work remains and we are motivated by the opportunities that lie ahead.

As always, we welcome your questions and comments.

Sincerely,

Jeff



Donal L. Mulligan
Executive Vice President,
Chief Financial Officer
General Mills

We know that in order to deliver strong returns for our shareholders, we must successfully serve all our stakeholders – our consumers, customers, employees and communities. At General Mills, we prioritize financial, environmental and social performance as important measures of value and values.

This report describes initiatives that drive value in multifaceted ways:

- Delivering products that meet diverse consumer needs creates market opportunities. We reached more than \$1 billion in net sales from natural and organic products in the U.S. in fiscal 2018, up almost 50 percent since 2015.

- Sustainably sourcing ingredients, protecting at-risk watersheds and advancing soil health help to protect input availability and ensure we can make the food people love far into the future.

- Reducing our natural resource usage saves money while decreasing our environmental footprint. In fiscal 2018 alone, our energy efficiency projects saved nearly \$5 million while avoiding 6,000 metric tons CO₂e of GHG emissions.

- Building a more sustainable business helps attract and retain the best employees and supports the communities in which we do business.

General Mills has been a public company for almost 90 years, and our shareholders rely on us to provide strong, stable returns. Transforming our business model to be even more financially, environmentally, and socially sustainable will help us continue to deliver value for years to come.

Sincerely,

Don

Company overview

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.

PUT
people
FIRST

BUILD A culture of
CREATING

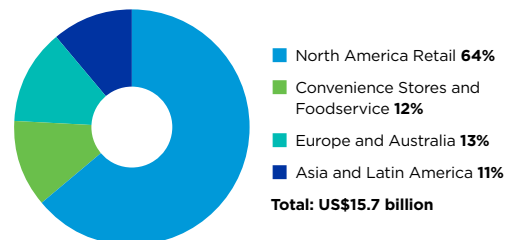
MAKE food with
PASSION

EARN people's
TRUST

treat THE WORLD WITH
CARE

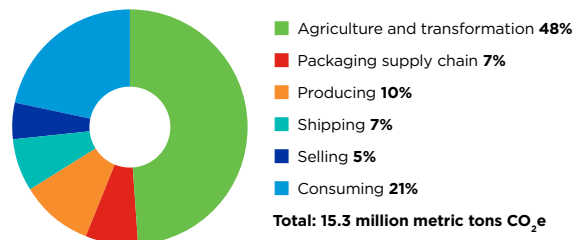
Key metrics

Net sales by segment, fiscal 2018*
(percentage of total)



*Does not include US\$1.1 billion of net sales from joint ventures.

Carbon footprint, fiscal 2018
(percentage of total)



Total giving, fiscal 2018
(dollars in millions)



Our brands

General Mills produces and markets more than 100 consumer brands in more than 100 countries on six continents.



Highlights in 2018

At General Mills, we work to create holistic value throughout our supply chain, from agriculture and operations to our consumers and communities. Below are some highlights of our progress in fiscal 2018.

85 percent



of our 10 priority ingredients sustainably sourced

2nd largest



U.S. natural and organic food producer

100 percent of facilities worldwide audited and/or certified for food safety by independent third parties

US\$102 million in corporate giving worldwide

13 percent



decrease of greenhouse gas emissions across our value chain in 2018 compared to 2010

49 percent



of professional positions held by women globally

55,000+ acres



of pollinator habitat planted through 2018

US\$4+ million



invested in soil health initiatives through 2018

90 percent of our solid waste recycled or processed for recovery

81 percent of our U.S retail sales volume nutritionally improved since 2005

83 percent



of our employees worldwide volunteered in their communities

29 million



meals enabled through food donations around the world

Materiality*

In 2018, we partnered with Hudson Consulting to conduct an assessment to update our list of material global responsibility issues, last done in 2015. Input for this analysis included:

- Material issues lists published by several industry peers
- Input from General Mills global responsibility experts and executives
- The Sustainability Accounting Standards Board's (SASB) materiality

map and disclosure topics for the processed foods industry

- The Dow Jones Sustainability Index's (DJSI) scoring framework for food products
- Stakeholder and consumer research

Based on the input, we created and distributed a materiality assessment survey to stakeholders to determine the relative importance of each issue. We received 30 responses from external

stakeholders, most having a global focus and representing a wide variety of perspectives, including from academics, consultants, customers, investors, nongovernmental organizations and suppliers. Just over 30 internal stakeholders responded, representing all regions and a wide range of functions and areas of expertise.

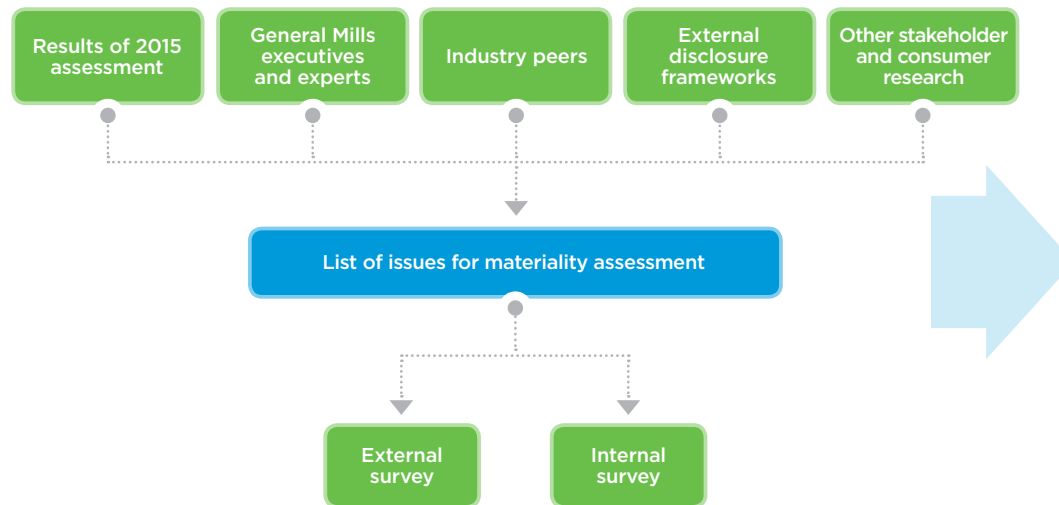
Using this stakeholder input, we developed a draft matrix and worked

with General Mills executives to validate and finalize the material issues list.

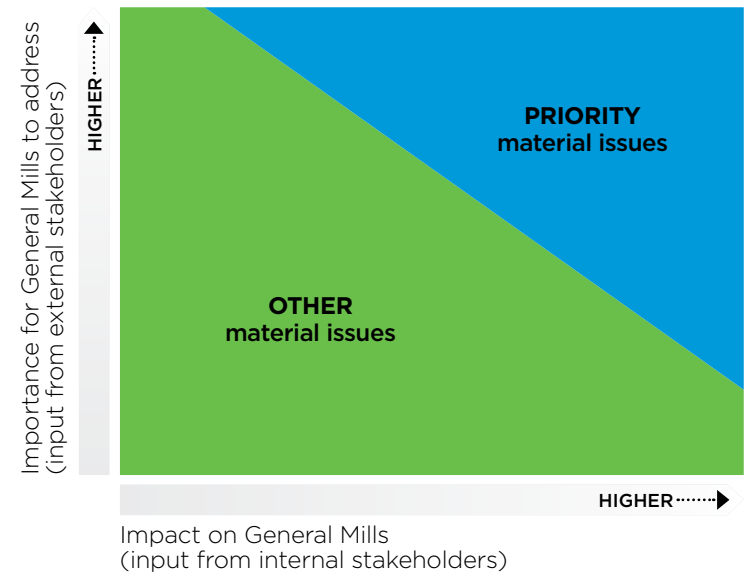
Our final list is included on the following page, with a visual representation of where each issue has the most impact across our value chain.

GRI 102-46, 47

Materiality assessment process



Materiality matrix



*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.

Material issues

This table summarizes the issues that are most material to our global responsibility strategy, including several priority issues ranked highest by our stakeholders. We include information about our approach to and progress on these issues throughout this report and in the [Global Reporting Initiative \(GRI\) index](#).



		AGRICULTURE	TRANSFORMING	PACKAGING	PRODUCING	SHIPPING	SELLING	CONSUMING
PRIORITY MATERIAL ISSUES	Climate change	Advance programs to reduce greenhouse gas emissions and help mitigate the effects of climate change throughout the value chain. <i>Sub-issues: adaptation and resilience; climate policy advocacy; mitigation</i>	●	●	●	●	●	●
	Commodity availability	Maintain reliable access to key commodities and inputs. <i>Sub-issues: political disruption; severe weather; water-stressed areas</i>	●	●	●			
	Corporate governance and ethics	Operate with integrity and the highest standards of oversight, ethics and compliance. <i>Sub-issues: anti-corruption; ethics and compliance; grievance processes; privacy and data protection</i>	●	●	●	●	●	●
	Diverse consumer needs	Diversify our product offerings and meet changing consumer preferences. <i>Sub-issues: dietary needs; preferred agricultural practices; preferred ingredients</i>	●	●	●	●	●	●
	Food safety	Set and maintain the highest standards for food safety and quality. <i>Sub-issues: audits; certification; recalls; training</i>	●	●	●	●	●	●
	Health and nutrition	Improve the variety and nutritional profile of our products and engage in public discussions on nutritious lifestyles. <i>Sub-issues: increasing beneficial nutrients and food groups; decreasing nutrients to limit; nutrient-dense foods</i>		●		●		●
	Human rights	Protect and respect human rights throughout the value chain. <i>Sub-issues: child labor; discrimination; fair compensation; forced labor; freedom of association and collective bargaining; gender equality; human trafficking; land rights; safe and healthy working conditions; working hours</i>	●	●	●	●	●	●
	Responsible sourcing	Improve social, environmental and economic impacts of raw material sourcing. <i>Sub-issues: integrated pest management; organic/regenerative farming; risk assessments and audits; soil health; supplier diversity; supplier responsibility; traceability</i>	●	●	●	●		
OTHER MATERIAL ISSUES	Water stewardship	Reduce water use and ensure appropriate water management throughout the value chain, especially in water-stressed areas. <i>Sub-issues: water use in agriculture; water use in packaging</i>	●	●	●			
	Animal welfare	Ensure the humane treatment of animals throughout the supply chain. <i>Sub-issues: animal testing; antibiotic use; the "five freedoms"</i>	●	●				
	Biodiversity	Conserve a variety of plant and animal species through sustainable sourcing practices. <i>Sub-issues: agricultural practices; forestry practices; vulnerable species</i>	●		●			
	Biotechnology	Ensure responsible use of biotechnology tools and techniques in agricultural practices and food production. <i>Sub-issues: consumer transparency; disclosure requirements; technologies (CRISPR, gene editing, genetically modified organisms)</i>	●				●	●
	Deforestation	Advance strategies to reduce tree clearing and associated environmental impacts. <i>Sub-issues: biodiversity; climate change; endangered species; high-risk supply chains (cocoa, fiber, palm oil)</i>	●	●	●			
	Diversity and inclusion	Foster a diverse and inclusive workplace. <i>Sub-issues: board of directors diversity; equal opportunity/nondiscrimination; gender equality; workforce diversity (beliefs, cultural values, gender, perspectives, race, sexual orientation)</i>	●	●	●	●	●	●
	Employee health, safety and well-being	Maintain a safe workplace for our employees, contractors and visitors, and help employees lead healthier lives. <i>Sub-issues: accident, injury and illness prevention; physical and emotional wellness; work/life balance</i>				●	●	●
	Employee recruitment and development	Provide competitive pay and benefits, and invest in training and development opportunities. <i>Sub-issues: compensation and benefits; employee engagement; employee recruitment and retention; training and development</i>				●		●
	Energy use	Reduce energy use and costs throughout the value chain. <i>Sub-issues: energy efficiency; renewable energy use; total energy use</i>	●	●	●	●	●	●
	Farmer livelihoods	Support farmers' capabilities and capacity to maintain viable operations. <i>Sub-issues: economic empowerment for smallholder and women farmers; farm worker safety</i>	●					
	Food security	Improve access to healthy, affordable food for the world's growing population. <i>Sub-issues: donations; food access and equity; food banks; food deserts; school meal programs</i>	●		●	●		●
	Food waste	Reduce food waste and loss from field to fork and beyond. <i>Sub-issues: food rescue/recovery; packaging design to reduce food waste; product labeling</i>	●	●	●	●	●	●
	Packaging footprint	Reduce the environmental impact of packaging. <i>Sub-issues: amount of materials used; lower-impact materials; materials selection (fiber, glass, metal, plastic); ocean plastic; packaging fees/bans; recyclability</i>	●		●	●	●	●
	Public policy and engagement	Engage with policymakers to advance the interests of General Mills and its stakeholders, maintain the company's license to operate, and drive social and environmental improvement. <i>Sub-issues: lobbying; policy advocacy; political contributions</i>	●	●	●	●	●	●
	Responsible marketing	Maintain the highest standards for marketing and advertising, including through adherence to internal and industry guidelines. <i>Sub-issues: commitments and policies; marketing to children; nutrition and ingredient labeling</i>						●
Transparency	Communicate openly with stakeholders about our products and business practices. <i>Sub-issues: employment practices; ingredients; labeling; online access to information; supplier relationships/accountability</i>	●	●	●	●	●	●	

Priority issues: Goals and performance

	Issue	Commitment/Goal	Progress		
			2016	2017	2018
Our food	Food safety	Ensure all facilities worldwide are audited and/or certified by independent third parties using globally recognized food safety criteria (% of facilities)	100%	100%	100%
		Achieve Global Food Safety Initiative certification of all General Mills owned facilities by 2020 (% of facilities)	80%	82%	84%
	Health and nutrition	Continue to improve the health profile of U.S. retail products* (%)	79%	80%	81%
		Comply with global industry front-of-pack calorie labeling	Ongoing (see page 19)		
	Diverse consumer needs	Continue to expand product offerings to meet consumer needs and preferences			
		■ New product launches in the U.S. (number of SKUs)	235	310	265
		■ Gluten-free retail products in North America (number of products)	1,000	920	900
		■ Protein-rich retail products in the U.S. (number of products)	230	250	190
		■ Lower-calorie retail products in North America (number of products)	1,300	1,300	1,250
		Reach US\$1 billion in net sales from natural and organic products in the U.S. by 2019 (US\$ million)	\$750	\$1,045	\$1,058
Our planet	Climate change	Reduce absolute GHG emissions across our full value chain by 28 percent by 2025 and 41-72 percent by 2050 (compared to 2010) (% change compared to 2010)	N/A	-11%	-13%
		Reduce energy use by 2 percent annually** (% change)	0%	3%	-2%
		Reduce production solid waste generation by 3 percent annually** (% change)	21%	11%	7%
		Achieve zero waste to landfill at 30 percent of our owned production facilities by 2020 and 100 percent by 2025*** (%)	12%	14%	20%
	Water stewardship	Champion the activation of water stewardship plans for the company's most material and at-risk watersheds in its global value chain by 2025	Ongoing (see pages 32-33)		
		Reduce water use by 1 percent annually** (% change)	10%	-5%	-4%
	Responsible sourcing	Sustainably source 100 percent of our 10 priority ingredients by 2020 (%)	69%	76%	85%
		Cocoa (%)	46%	59%	90%
		Vanilla (%)	22%	22%	32%
		Oats (%)	50%	61%	90%
U.S. wheat (%)		36%	61%	74%	
U.S. sugar beets (%)		68%	81%	81%	
U.S. corn (dry milled) (%)		33%	67%	82%	
U.S. dairy (raw fluid milk) (%)		38%	83%	91%	
Fiber packaging (%)		99%	99%	99.5%	
Sugarcane (%)		67%	58%	70%	
Palm oil (%)	100%	100%	100%		







* Represents percentage of U.S. retail sales volume that has reduced calories, fat, saturated fat, trans fat, sugar or sodium by at least 5 percent per serving or increased beneficial nutrients (including vitamins, minerals and fiber) by at least 10 percent per serving, compared to fiscal 2005.

** Applies to all General Mills owned production facilities. Normalized to production.

*** These facilities sent no waste to landfill or incineration without energy recovery. Data includes facilities that were operating at the end of each fiscal year.

United Nations Sustainable Development Goals

General Mills supports the United Nations (UN) [Sustainable Development Goals \(SDGs\)](#), a set of 17 broad goals and 169 more specific targets to drive the 2030 Agenda for Sustainable Development globally. We focus on the goals that most closely align with the company's priority issues and areas of long-standing commitment, investment and progress.

MATERIAL ISSUES	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	6 CLEAN WATER AND SANITATION 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION 	15 LIFE ON LAND 
	<ul style="list-style-type: none"> Food security Food waste Health and nutrition Learn more.	<ul style="list-style-type: none"> Diverse consumer needs Food safety Health and nutrition Learn more.	<ul style="list-style-type: none"> Water stewardship Learn more.	<ul style="list-style-type: none"> Climate change Food waste Learn more.	<ul style="list-style-type: none"> Climate change Commodity availability Energy use Packaging footprint Learn more.	<ul style="list-style-type: none"> Biodiversity Deforestation Responsible sourcing Learn more.

Also refer to our [GRI index](#) for a mapping to SDGs.

Oversight

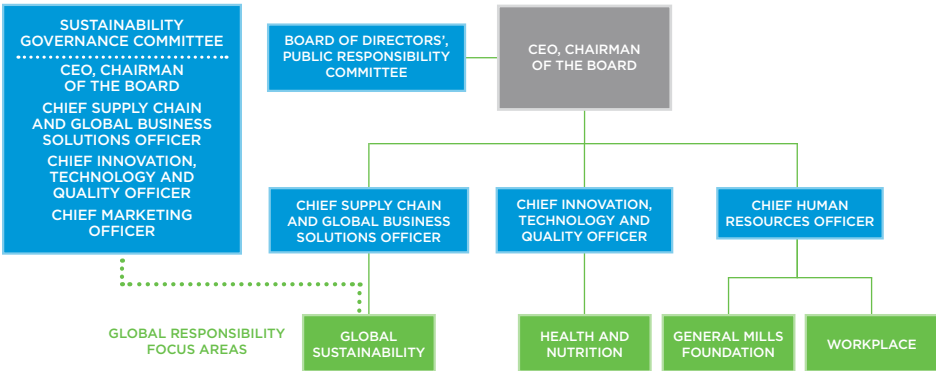
The General Mills leadership team has ultimate accountability for the company's global responsibility programs and performance. The team includes Jeff Harmening, Chairman and Chief Executive Officer; John Church, Chief Supply Chain and Global Business Solutions Officer; Jodi Benson, Chief Innovation, Technology and Quality Officer; and Jacqueline Williams-Roll, Chief Human Resources Officer. The team meets regularly and receives input from internal and external experts. 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.

Additional details about leadership and governance related to specific global responsibility issues are included in relevant sections of this report.

See [Corporate Governance](#) to learn more about the company's broader corporate governance structures and processes, including its [Public Responsibility Committee](#).

GRI 102-19, 20, 26, 32



△ This graphic outlines governance and management of global responsibility focus areas at General Mills.

Stakeholder engagement

At General Mills, we engage with stakeholders to accelerate progress on social and environmental initiatives. Our approach includes open dialogue, collaboration and transparent disclosure. This strengthens our ability to balance business and societal interests; build robust relationships globally across sectors; and ultimately, identify innovative solutions that create shared, sustainable value.

We are working to address shared issues – such as health and nutrition, climate change and water stewardship – so collaboration is essential to achieving long-term, enduring progress. We work with other companies and organizations

to shape standards across the consumer packaged goods industry, which elevates overall sector performance.

We engage on issues that are material to our global responsibility strategy and where we can have a substantial positive impact. When engaging with stakeholders, we assess potential alignment on objectives, organizational expertise, capacity, influence and willingness to collaborate.

GRI 102-40, 42, 43, 44



This graphic illustrates the range of issues on which we engage with stakeholders. ▶

Public policy

At General Mills, we engage in public policy issues that are important to our company and stakeholders.

We are committed to conducting these activities in an accountable and transparent manner. In 2018, we led a landmark, transparent enhancement into our approach and priorities by launching [Public Engagement for the Greater Good](#). This extensive site details our public policy engagement and highlights our focus in five key areas:

- **Protecting and preserving our planet:** We actively engage in

public policy discussions to advance environmental priorities, including:

- ◆ Leading on regenerative and sustainable agriculture – General Mills is a leading voice on regenerative agriculture. We encourage collaboration and investment by governments and the private sector, such as our support for the [Regional Conservation Partnership Program \(RCPP\)](#).
- ◆ Combating climate change – We support a comprehensive, national climate policy; have publicly called

for the U.S. to remain in the [Paris Climate Accord](#); support the U.S. Environmental Protection Agency's (EPA) [Clean Power Plan](#); and are members of [Business for Innovative Climate and Energy Policy \(BICEP\)](#). See a list of our public actions [here](#).

- ◆ Supporting stronger organic standards – We're proud of our long history of engagement in developing strong U.S. organic standards, and have fought to promote and protect the integrity of the standards and advance their continuous improvement. [Learn](#) about our

support for the [National Organic Standards Board \(NOSB\)](#) and the [Organic Agriculture Research and Extension Initiative \(OREI\)](#).

- ◆ Advancing water stewardship – We engage policymakers to drive more sustainable water practices in key watersheds, like California. [Learn more](#).
- ◆ Addressing packaging and food waste – General Mills promotes policies to effectively and efficiently increase [packaging](#) recycling rates and reduce waste. In the

United States, we are a leader in [AMERIPEN](#) – the American Institute for Packaging and the Environment – and are actively engaged in multiple, multi-sector and industry [coalitions](#) aimed at reducing and ending food waste and loss.

- **Delivering nutrition:** We actively engage in public policy discussions to advance nutrition priorities consistent with those outlined in our [U.S. Health Metric](#), including support for strong Dietary Guidelines for Americans; the U.S. Food and Drug Administration's efforts to reflect the newest scientific information on the definition of "healthy"; strong U.S. school nutrition standards; and the Supplemental Nutrition Program for Women, Infants and Children (WIC).
- **Ensuring safe food:** We actively engage in public policy discussions to ensure safe food. We strongly support the Food Safety Modernization Act (FSMA) – the largest revamp of U.S. food safety laws in decades – and its goal of raising food safety standards across the food value chain. We supported the originating legislation for FSMA and the [regulations](#) for its implementation, and have consistently called on Congress to continue adequate funding for FSMA implementation.
- **Increasing food security and strengthening communities:** We actively engage in public policy discussions in this area, including the following actions:
 - ◆ Increasing food security – At the federal level, we are a longtime supporter of [The Congressional](#)

[Hunger Center](#) and are proud to have received the [2018 Corporate Partner Hunger Leadership Award](#). We also work with several initiatives to advance public policy at the state level that would increase food security.

- ◆ Protecting people – We advocate for inclusive public policies and add our voice to help lead change, including for [inclusive U.S. immigration and LGBT policies](#).
 - ◆ Strengthening our communities – In addition to our philanthropic support for our hometown communities, we also develop important community partnerships that drive economic growth and increase connectiveness.
- **Informing consumers and increasing awareness:** We actively support public policy efforts to inform our consumers and increase their awareness about our products. For example, we are active members of several organizations that provided comments to the U.S. Department of Agriculture (USDA) requesting that more information about bioengineered ingredients be made available to consumers, not less. (See one example [here](#).) Learn more about initiatives to increase transparency in the [Our Food](#) section of this report.

Compliance: We comply with all lobbying regulations where applicable. General Mills is registered as a lobbying entity at the federal level for the [U.S. House of Representatives](#) and [U.S. Senate](#) and in the states of [Minnesota](#) and [California](#). We file regular reports on our lobbying activity (see links).

GRI 102-12, 13, 44

Political contributions and memberships

Our [civic policy](#) describes our approval process for corporate political contributions. The [Public Responsibility Committee](#) of the 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 2018, we made US\$2,500 in direct political contributions. For more details and historical information, see our [2005-2018 Civic involvement reports](#).

The [General Mills Political Action Committee \(G-PAC\)](#) 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 G-PAC administration costs. Information regarding G-PAC transactions is available on the [Federal Election Commission's](#) 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 [EuroGlaces](#) and the [Brazilian Association of Food Industries](#).
- U.S. public policy focused organizations, such as the [Grocery Manufacturers Association](#) and the [American Bakers Association](#).
- State or provincial agencies, local chambers of commerce and manufacturing organizations, such as

the [Minnesota Chamber of Commerce](#) and the [California Manufacturers & Technology Association](#).

We report additional details about our largest U.S. trade association memberships annually in our civic involvement reports. We do not belong to, or make payments to, any tax-exempt organizations in the United States that write and endorse model legislation.

Accountability: In 2018, the Center for Political Accountability rated General Mills in the top five of the [CPA-Zicklin Index of Corporate Political Disclosure and Accountability](#), and the top food company. This ranking, which includes all companies in the Standard & Poor's 500 index, maintained our performance from past years.

GRI 415-1

Top 5 CPA-Zicklin Index of Corporate Political Disclosure and Accountability

Human rights

We believe that societies, economies and businesses thrive when human rights are protected. Respect for human rights is fundamental to our purpose of serving the world by making food people love and to our commitment to ethical business conduct.

Our approach

Our [Policy on Human Rights](#) outlines our approach. We respect and acknowledge internationally recognized human rights principles. Within our company and throughout our supply

chain, we are committed to treating people with dignity and respect.

To inform our approach in this area, we look to the [UN Guiding Principles on Business and Human Rights](#), the [UN Universal Declaration of Human Rights](#), and the [International Labour Organization's 1998 Declaration on Fundamental Principles and Rights at Work](#).

The following also underpin our commitment to human rights:

- General Mills' [Slavery and Human Trafficking Statement](#), our Workplace

Standards and Ethical Sourcing Policy, our [Employee Code of Conduct](#) and our [Supplier Code of Conduct](#)

- Use of the Sedex Members Ethical Trade Audit (SMETA) protocol
- Endorsement of the [UN Global Compact](#)
- Signatory to the [UN Women's Empowerment Principles](#)
- Membership in [AIM-PROGRESS](#), a forum of consumer goods manufacturers focused on responsible sourcing

- Support for the Consumer Goods Forum's [Forced Labour Resolution](#) and [Priority Industry Principles](#)

Governance

The Public Responsibility Committee of the General Mills Board of Directors oversees our work in this area.

Operational accountability rests with Chief Supply Chain Officer, supported by members of the members of the leadership team including the Chief Executive Officer and heads of Legal and Human Resources.

Supporting human rights across our value chain

We work within a large, diverse value chain of partners and stakeholders. Each has a duty to respect human rights. General Mills expects our partners to adhere to ethical business conduct consistent with our own standards.

Farmers

We work directly with smallholder farmers from whom we source ingredients to help strengthen their farming practices and their livelihoods, ensure safe and healthy working conditions and promote economic stability. See [Sustainable sourcing](#) for more detail.



Suppliers

Our supplier base is large, complex and global. We address human rights through a multifaceted approach, including supplier assessments, audits and direct engagement. Our Supplier Code of Conduct is the backbone of our program. See [Supplier responsibility](#) for more detail.



Employees

We are committed to maintaining a respectful, safe, secure and harassment-free workplace, demonstrating fair labor practices and fostering a culture of diversity and inclusion. See [Our Workplace](#) for more detail.



Communities

We are committed to providing safe and healthy food, and we collaborate to improve food access and security for the world's growing population. See [Increasing food security](#) for more detail.



About this report

The General Mills Global Responsibility Report describes our commitments, goals, programs and performance across a broad range of issues. The company's Global Sustainability team has responsibility for the development of the report. Ultimate accountability lies with the General Mills leadership team (see page 7).

The report is structured to explicitly align with the company's material global responsibility issues.

The Global Responsibility Report is an important part of a broader set of disclosures that provide stakeholders a multifaceted description of General Mills' performance, including the company's [annual report](#), [SEC filings](#) and [annual proxy statement](#).

Report scope

- The scope covers the company's global operations in fiscal 2018 (52 weeks ended May 27, 2018), except where noted otherwise.
- Environmental data related to General Mills' production facilities presented in this report and in the [Environmental Data Summary](#) is reported on a May-April basis (through April of the year noted).
- This report does not include data from Blue Buffalo Pet Products, which General Mills acquired in April 2018.
- Our Scope 1, Scope 2 and a portion of our Scope 3 greenhouse gas emissions have been verified by Bureau Veritas.

- Unless otherwise noted, data in this report is not externally verified and may occasionally be restated due to improvements in data collection methodology and/or accuracy.

Stakeholder input

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 practitioners and industry experts, provided feedback on a detailed report outline. We value this input and have incorporated much of their feedback into the report.

Reporting standards

- This report references the [GRI 2016 Sustainability Reporting Standards](#), as well as the Food Processing Sector Supplement. See the [GRI index](#) for details.
- This report references the Sustainability Accounting Standards Board's (SASB) Processed Foods Standard. See the [SASB index](#) for details.
- General Mills endorsed the principles of the [UN Global Compact](#) in 2008. This report serves as the company's annual Communication on Progress. 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.

GRI 102-49, 50, 53, 54, 56



Our Food

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

IN THIS SECTION

Health and wellness

Food safety

Consumer education and marketing

Transparency

81%

In fiscal 2018, 81 percent of U.S. Retail sales volume met our Health Metric nutritional criteria.

100%

100 percent of our facilities worldwide are audited and/or certified by independent third parties using globally recognized food safety criteria.

2nd

General Mills is now the second-largest U.S. natural and organic food producer.

» Health and wellness

Nutrition ► Material issue | GRI 416-1, FP4, 6, 7

Our approach

Our goal: Our goal is to provide a diverse portfolio of products that can contribute to the well-being of consumers and meet their various needs, including nutrition. We are committed to making food with passion and putting people first by improving the variety and health profile of our products while adhering to high standards of food safety.

Investment in research: We invest in research and development (R&D) to continuously improve the health profile of our products and help us better understand the impact of food on health and wellness.

Bell Institute of Health and Nutrition: General Mills' global Bell Institute of Health and Nutrition is the company's source for scientific health and nutrition expertise that creates value

and growth for General Mills. The Bell Institute influences General Mills' product development through:

- Nutrition science research
- Insights on regulatory matters
- Health communications to customers, nutrition communities and consumers
- Recommendations for product innovation and reformulation

Learn more on the [Bell Institute website](#).



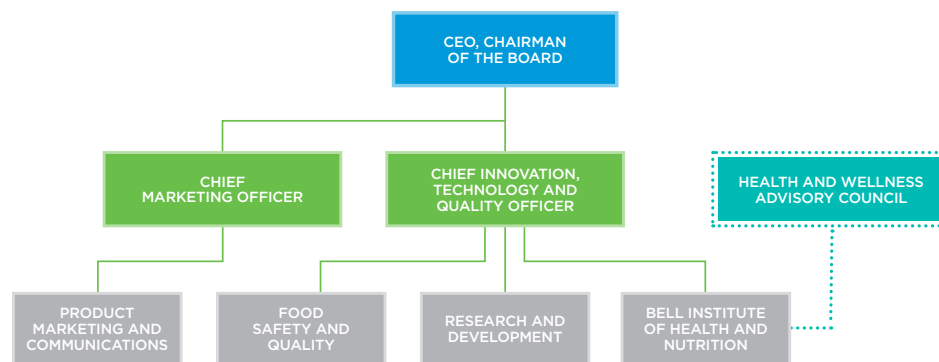
Leadership and governance:

Operationally, responsibility for product development and marketing lies within the R&D and marketing organizations. The Chief Innovation, Technology and Quality Officer is responsible for product health

and safety, and product labeling. Responsibility for marketing communications is held by the Chief Marketing Officer. The Bell Institute of Health and Nutrition reports directly to the Chief Innovation, Technology and Quality Officer and regularly updates the Public Responsibility Committee of the Board of Directors on the company's health and wellness strategy.

Health and Wellness Advisory Council:

Since 1989, we have benefited from the guidance of our global Health and Wellness Advisory Council, a group of leading external health and nutrition experts who provide perspective from academia and research institutes. The council meets regularly and challenges us to continually advance health and wellness strategies and practices.



Nutrient-dense foods

At General Mills, we provide a diverse portfolio of products, including many nutrient-dense foods, which can help consumers meet dietary recommendations and fit into a healthy eating pattern.

While we traditionally report our progress as increasing certain beneficial nutrients and reducing others, we also recognize that few foods are composed of a single nutrient. Consumption of nutrient-dense foods, like fortified cereals, low-fat and nonfat yogurts

and granola bars containing whole grain and/or fiber, plays an important role in healthy diets. They are important contributors to consumption of key food groups, including whole grains and dairy, and beneficial nutrients like vitamins, minerals, protein and/or fiber, while balancing nutrients to limit. Focusing on nutrient density helps tell the whole story about the nutritional value of a food – beyond what has been increased or reduced – to help support consumers in adopting healthy dietary patterns.

Cheerios, *Fiber One* and *Lucky Charms* are examples of nutrient-dense cereals that provide beneficial nutrients, such as key vitamins and minerals, whole grain and fiber. Low-fat and nonfat yogurts, like *Yoplait Original Style Yogurt*, *Go-GURT*, *Yoplait Light*, *Greek 100*, *YQ* and *Petits Filous* yogurt are also nutrient-dense choices. They are important sources of essential nutrients, such as protein, calcium, and often vitamins A and D.



Global nutritional improvements

In 2005, General Mills began the journey toward improving the nutrition of our products with the implementation of our U.S. Health Metric. Over the past several years, we have expanded our efforts, applying similar criteria to encourage nutritional improvements globally. Here are some highlights of nutritional improvements worldwide since 2005 (fiscal 2005-2018 results).

Global nutritional improvements since 2005					
Increased beneficial nutrients and food groups			Reduced nutrients to limit		
NUTRIENTS AND FOOD GROUPS	IMPACT*	KEY CATEGORIES	NUTRIENTS	IMPACT***	KEY CATEGORIES
Whole grain	300+ new products	Provide at least 8 grams of whole grain per serving	Sodium	480+ products	Reduced sodium by 5 to 25%
Fiber	300+ new products	Provide a significant source of dietary fiber per serving**	Sugar	370+ products	Reduced sugar by 5-30%
Vitamins and minerals	600+ new products	Provide sources of key vitamins and minerals**	Trans fat	270+ products	Reduced trans fat to 0 grams labeled per serving
Protein	165+ new products	Provide at least 10% of the recommended daily value of protein per serving (or are a source of protein)**			

*New products introduced FY05-FY18 containing beneficial nutrients and food groups at specified levels.

**As defined per region.

***Existing products reformulated FY05-FY18 to reduce targeted nutrients at specified levels.

Cereal Partners Worldwide

Our Cereal Partners Worldwide (CPW) joint venture with Nestlé makes and markets cereals globally outside North America. CPW is committed to making breakfast better by providing nutritious, tasty and convenient breakfast cereals. For more than a decade, CPW has been

reformulating its global product portfolio to increase ingredients and nutrients that are important to a balanced diet – such as whole grain and fiber – and reduce ingredients like sugar and sodium.

Progress: Since 2003, CPW has achieved 23 percent less sugar, 31 percent less sodium, 58 percent more whole grain and 48 percent more fiber in their product portfolio.**

Goal: By 2020, all CPW cereals containing a green banner will be made of whole grain*** and free of artificial colors and flavors.

**Scope: All active recipes under Nestlé brand; % capture increase/decrease since the launch of each recipe; and based on 2018 volume.

***At least 8g of whole grain per serving. Excludes: 1. Products where technology does not allow the addition of whole grain; 2. General Mills imported products.

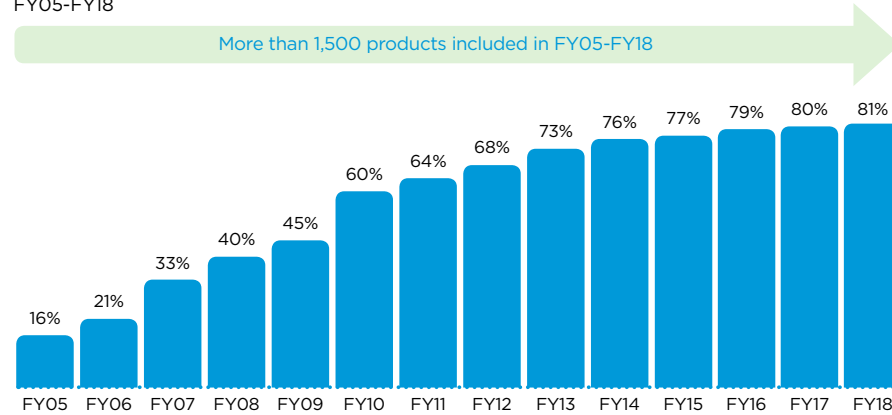


△ A few of the General Mills products introduced globally in fiscal 2018 meeting Health Metric criteria.

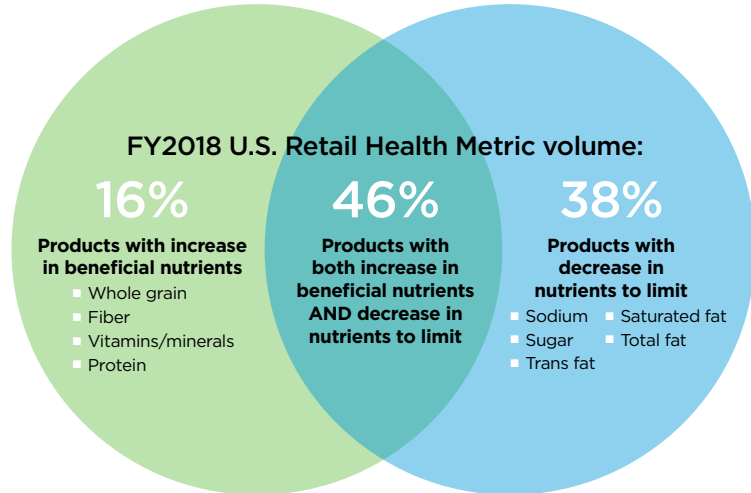
Spotlight: U.S. Health Metric

Since its inception in 2005, more than 1,500 products have been included in the U.S. Retail Health Metric. In fiscal 2018, 81 percent of our U.S. Retail sales volume met Health Metric criteria.

U.S. Retail Health Metric achievement FY05-FY18



Drivers of nutritional improvements U.S. Retail sales volume FY05-FY18*



*The information on this diagram shows efforts we have made to improve the nutrition profile of our products. Divested products are not included.

U.S. Health Metric criteria:

- Reduce calories, fat, saturated fat, trans fat, sugar or sodium by 5 percent or more per serving.
- Increase beneficial nutrients – including vitamins, minerals and fiber – by 10 percent or more per serving.
- Formulate/reformulate products to include 8 grams of whole grain or at least a half-serving of fruit, vegetables, or low or nonfat dairy.
- Formulate/reformulate 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).

Spotlight: Nutritional impacts across our North American portfolio*



Fiber

- 19 percent** of our North American product SKUs (300+ products) contain at least 10 percent of the recommended daily value of fiber per serving. Examples include *Fiber One Snack Bars* and ready-to-eat cereals.



Protein

- 11 percent** of our U.S. retail product SKUs (190+ products) provide at least 10 percent of the daily value of protein per serving.
- 29 percent** of our Canadian retail product SKUs (165 products) are a source of protein.



Calories

- 62 percent** of our North American product SKUs (1,250+ products) have 150 calories or less per serving.
- 30 percent** of our North American product SKUs (700+ products) have 100 calories or less per serving.



Whole grain

- At breakfast, Big G cereals are the **No. 1 source** of whole grain for Americans.
- 20 percent** of our North American product SKUs (550+ products) contain at least 8 grams of whole grain per serving. Examples include ready-to-eat cereals and grain-based snack bars.



Calcium

- 24 percent** of our U.S. retail product SKUs (300+ products) provide at least 10 percent of the recommended daily value of calcium per serving.
- 45 percent** of our Canadian retail product SKUs (200+ products) are a source of calcium. Examples include yogurt products, fortified cereals and *Annie's Macaroni & Cheese* products.

*Status as of FY18; includes current products meeting specified criteria.

Diverse consumer needs ▶ Material issue

Our approach: At General Mills, diverse and evolving consumer needs are at the center of our business. We include the voice of our consumers in every decision we make by understanding their needs, motivations, values and behaviors. We consistently monitor key trends and macro forces that can drive change in

the way people eat and interact with our brands. Three key consumer-driven trends that are influencing important initiatives at General Mills include responsible living, wellness and balance, and changing demographic landscapes.

Responsible living

The combination of an intensifying pull on natural resources and greater awareness of social issues is leading to more personal consumer action. People increasingly are mindful of factors greater than themselves – others, animal welfare and the environment – in their decision-making. For example, General Mills natural and organic brands, like *Annie's*, *Epic*, *Cascadian Farm* and *Muir Glen*, continue to fully integrate sustainability as a standard operating principle. In April 2018, we acquired Blue Buffalo, a mission-driven natural pet food business.

Wellness and balance

As access to information grows, people are taking a more proactive and holistic

approach to health and wellness. Wellness incorporates everything from physical health to whole body health, including mental health aspects. Food options across this wellness continuum increasingly are available in a variety of food categories, such as snacks and yogurt. For example:

- General Mills products recently launched include YQ by Yoplait, which delivers an excellent source of protein with less sugar, and *Oui* by Yoplait French-style yogurt focused on simple, everyday pleasure.
- General Mills is the fourth-largest producer of gluten-free products in the U.S.* One in five of our North American products is labeled as gluten-free. In 2018, we offered more than 900 gluten-free product SKUs in North America.
- 301 INC, General Mills' business development and venture capital unit, invests in products that deliver options like plant-based

dairy alternatives, nutrition-driven granola and probiotic drinks.

Changing demographic landscape

Shifts in population demographics and consumer attitudes result in changing preferences and needs. For example, half of General Mills consumers are multi-cultural or 55+ years old. Multicultural families and Baby Boomers, who are becoming empty nesters and moving into retirement, increasingly are looking for products that fit their varied lives.

For example, *Betty Crocker Mug Treats* offer single-serving options for smaller households, while innovations such as *Cinnamon Toast Crunch Churros Cereal* have multicultural consumers in mind.

250+

In fiscal 2018, we introduced more than **250 new products** in the U.S. to meet diverse consumer needs.



△ General Mills constantly monitors key food trends, including the items highlighted in this trend compass.

*Nielsen xAOC; 52 weeks ending Dec. 29, 2018.

Investing in food innovations

Our approach: Today's fast-changing food industry requires rapid innovation and a steady stream of new ideas. In 2015, General Mills began to invest in small food start-ups through 301 INC, the company's business development and venture capital unit. The 301 INC team helps expand the vision of entrepreneurs

with promising early-stage brands and also helps make their food products accessible to more people. By combining the vision and passion of these entrepreneurs with General Mills' extensive capabilities in areas such as product development, supply chain, marketing, operations and channel development, we believe we can meet consumer needs faster than ever.



Our progress: We continue to grow our portfolio and support for entrepreneurial brands. In fiscal 2018, we:

- Added Urban Remedy and GoodBelly Probiotics, two high growth potential companies, to our portfolio.
- Heavily reinvested in dairy-free yogurt maker Kite Hill to help meet consumer demand for more plant-based options.

Partners: As of November 2018, we have 10 partners:



Natural and organic brands

Since 2000, we have steadily expanded our natural and organic business, including through brand acquisitions, to meet growing consumer demand. We offer a mix of certified organic cereals, yogurt, vegetables, fruit products, snacks, meals and baking products.

Our progress:

- **Scale** – General Mills is now the second-largest U.S. natural and organic food producer.*
- **Products** – One out of every 12 products in our North American portfolio is certified organic or made

with organic ingredients; approximately 370 organic product SKUs are available throughout the U.S. and Canada.

- **Growth** – We committed to growing our natural and organic food business to US\$1 billion in net sales by 2019, and reached US\$1.058 billion in fiscal 2018.**

Sustainable supply: We are also taking steps across our supply chain to ensure a long-term supply of organic ingredients. Learn more about how we are building our organic capacity in the [Our Planet](#) section of this report.



*Based on SPINS NOMC Dashboard data through Sept. 16, 2018.

**Nielsen updated through May 26, 2018; Natural Supermarkets updated through May 27, 2018; Whole Foods updated through May 26, 2018.

» Food safety ▶ Material issue | GRI 416-1, 2, FP5

Our approach

Safety is a priority for our company and central to our culture. Leading with safety – both in the workplace and the food we make – is one of the key operating principles that guides our work.

Investment: We invested US\$14.4 million into food safety in fiscal 2018; equal to 7.6 percent of our total essential capital investment for the year.

Collaboration: Food safety leadership is a differentiator for General Mills, but not an area of competition. We freely share our best practices and emerging

areas of concern, as well as collaborate with industry peers and regulators to help raise standards industrywide.

Systems: Our global food safety systems focus on prevention, intervention and response:

- **Processes** – Food safety is integrated into all our processes, beginning with R&D and extending across our supply chain.
- **Risk mitigation** – We conduct internal risk-based surveillance and food safety testing at all General Mills facilities to identify and prioritize specific areas of risk.

- **Audits** – Our Global Internal Audit team periodically audits the effectiveness and efficiency of food safety controls and operating procedures. Results are reported to the company's Global Governance Council and Board of Directors.
- **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.

Training: We provide food safety training through our global centers

of excellence and online training academy. In fiscal 2018:

- Our General Mills food safety team included more than 400 trained quality professionals.
- We conducted Auditor Academy training sessions attended by 25 participants from two countries. These sessions help improve our ability to identify and fix issues, as well as prevent food safety problems from occurring.
- We provided food safety training to more than 3,500 professionals across the supply chain.

Governance:

- Detailed policies – Governance of General Mills’ food safety and regulatory matters begins with a corporate Food Safety and Regulatory Policy signed by our Chief Executive Officer. This corporate policy is supported by 18 detailed policies with accompanying standards and guidance documents. 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.
- Leadership – The Vice President of Food Safety and Quality has direct responsibility for food safety. The Global Internal Audit team periodically validates that our food safety processes and controls are operating effectively. The company’s Global Governance Council conducts a quarterly review of risk, which includes food safety.

Performance

Our goals:

- 100 percent of General Mills facilities third-party audited and/or certified.
- 100 percent Global Food Safety Initiative (GFSI) certification of all General Mills owned facilities by 2020.

Our progress: External verification and certification of our facilities includes:

- 100 percent of our facilities worldwide are audited and/or certified by independent third parties using globally recognized food safety criteria.
- 84 percent of our company-owned production facilities are GFSI certified, indicating they meet global standards for food safety management recognized in more than 150 countries.

Recalls: When we learn about illnesses that may be linked to our products, we take quick action. We collaborate with health officials to investigate the situation, communicate with consumers and issue voluntary product recalls to remove affected products from store shelves, when appropriate. We

conducted five voluntary product recalls globally in fiscal 2018 (compared to nine in fiscal 2017), including recalls of snack bars, cereal, yogurt, and fat and tallow products.

Suppliers

Our approach:

- 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. We perform direct audits and also encourage third-party audits and/or certification, such as through GFSI, as an additional preventive control measure.
- Supplier training – We bring together our suppliers around the world to share food safety knowledge and communicate food safety expectations. We conduct supplier training in classroom settings tailored to the needs of each market. The seminars address topics such as biological and physical hazard controls, allergen management and production facility sanitization.

Our progress:

- 836 supplier audits were conducted in 2018.
- 98 co-producer audits were conducted in 2018.
- 78 percent of our global co-production sites are GFSI certified.
- 65 percent of global ingredient suppliers and 92 percent of our North American ingredient vendor sites are GFSI certified.
- 300+ suppliers were trained through supplier schools and webinars in 2018.
- 950+ supplier representatives participated in training sessions in Australia, Brazil, China, India, Spain, Taiwan, Thailand and the U.S. since 2011.



100 percent of General Mills facilities are third-party audited and/or certified for food safety.



» Consumer education and marketing

Consumer education GRI 417-1, FP4, 8

Our approach: General Mills provides useful, fact-based information on packages to help consumers make informed dietary choices. Our product packages display accurate nutrition labeling as prescribed by regulations in the country of sale.

Our commitment: As a member of the [International Food and Beverage Alliance \(IFBA\)](#), General Mills has made a commitment to adopt a common global approach to nutrition information on packaging that includes, at minimum, the labeling of calories on front-of-pack. This initiative was implemented globally during 2014-2016 to inform consumers about specific product nutrition attributes.

Our progress: Around the world, our product labeling meets local regulatory requirements while remaining consistent with our global approach. Examples of our compliance with local and regional guidelines include:

- Argentina and Brazil – All General Mills package information complies with local regulations and includes the energy icon on the front of packaging.
- Australia – The majority of our products displayed nutrition intake information on front-of-pack labeling in fiscal 2017, consistent with the [Australian Daily Intake Guide](#) and IFBA requirements.
- Canada – All General Mills package information complies with Health

Canada and [Canadian Food Inspection Agency](#) labeling requirements.

- Europe – All General Mills package information complies with [European Food Information to Consumers Regulation](#).
- U.S. – The majority of our U.S. products now feature front-of-package labeling.

In the U.S., General Mills supports product labeling changes to help reduce food waste through clearer guidance for consumers about food shelf-life. As of November 2018, we have updated more than 60 percent of our product packaging to comply with this voluntary date-labeling initiative that uses standard nomenclature to reduce consumer confusion. Learn

more about General Mills' food waste reduction efforts in the [Our Planet](#) and [Our Community](#) sections of this report.



△ The Annie's Macaroni & Cheese box on top shows the new standard "best if used by" date label.

Responsible marketing ► Material issue | GRI 417-1, FP8

Our approach: Whether marketing to children or adults, we present the qualities and advantages of our products truthfully, responsibly and with appropriate taste. We take special care with respect to child audiences. We believe that children should be encouraged to consume lower-calorie, nutrient-dense foods that support their growth and activity.

Policies: [General Mills' marketing policies](#) ensure that our commitment to responsible marketing underlies all of our marketing activities. Our child-directed advertising promotes only

lower-calorie, nutrient-dense products and respects three key steps to healthier living: balance, moderation and physical activity. We take particular care around the content and nature of advertising directed to children – including pre-screening of our ads by the Better Business Bureau's Children's Advertising Review Unit in the United States.

General Mills' marketing policies are reviewed and updated annually by our company's Responsible Marketing Council and reviewed with the company's Chief Executive Officer

and other senior leaders of our 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. Beyond complying with applicable law, we ensure that our ads are consistent with our core values. When possible, our advertising aims to reflect the diversity of society. And our advertising reflects generally accepted standards of social behavior, avoids

stereotyping people and does not insult or demean any demographic groups.

Global commitment: As charter members of IFBA, we joined other leading food and nonalcoholic beverage companies in a public letter to the Director General of the [UN's World Health Organization](#) in September 2014 communicating a set of [enhanced global commitments](#) that included responsible marketing and advertising initiatives.

These standards encompassed 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 included 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 strengthened that policy in three core areas: media, marketing and harmonized criteria. The policy covers virtually all media and certain marketing techniques directed at children under the age of 12. Members have committed to working toward harmonizing global nutrition criteria to ensure that better-for-you foods are based on robust common standards.

To bolster our global commitment to comply with the IFBA pledge, General Mills follows the [Children's Food and Beverage Advertising Initiative \(CFBAI\)](#) nutrition standards in markets where other regulatory or self-regulatory standards do not exist. In other words,

we comply with strict nutrition standards for advertising to children under age 12 in all markets in which we operate, either the locally-applicable standards (if we are subject to a self-regulatory or regulatory program in that market) or the CFBAI standards (if nothing else is otherwise applicable in that market). Locally-applicable programs include the following:

- Australia – [Responsible Child Marketing Initiative of the Australian Food and Grocery Council](#)
- Brazil – Enhanced Commitment to Responsible Advertising to Children pledge
- Canada – [Canadian Children's Food and Beverage Advertising Initiative](#) requirements
- Europe – [EU Pledge](#) requirements
- Singapore – [Singapore Food and Beverage Industry Responsible Advertising to Children Initiative](#)
- U.S. – [CFBAI requirements](#)

We fully comply with all requirements of these programs. CFBAI, in particular, publishes a report annually that addresses the compliance of all of its

participants. We are not aware of any instance of non-compliance by General Mills in the past several years, and CFBAI has confirmed this in its reports. In the unlikely event of any instance of non-compliance, a core function of our Responsible Marketing Council would be to address such issues and determine appropriate corrective action.

Beyond our commitments under the programs described above, we have made additional responsible marketing commitments that exceed industry norms. For example, we have adopted industry-leading standards regarding the responsible use of social media platforms. We do not, in the context of any child-directed communication, encourage children to visit any social media service for which they are too young (according to the terms of those services), nor do we use our own presence on these social media platforms to direct any communications to children.

We have also long committed to refrain from marketing food to children in schools or at school events – and this commitment applies to all schools, even middle schools

and high schools. This commitment covers all forms of marketing (beyond the identification of the brand and product on menus and packaging). For example, we do not depict or display food brands, products or logos on posters, signs, scoreboards or school equipment, nor do we market foods by distributing product samples or branded merchandise in schools. There are no exceptions to this commitment. In the United States, we operate the Box Tops for Education™ school fundraising program which, through sales of our products and those of many other companies (primarily nonfood companies), has provided close to US\$1 billion to schools since the program's inception in 1996. Though schools are the beneficiaries of this program, we refrain from marketing the program to school children (whether inside or outside the school environment).

In September 2018, General Mills joined other food and beverage companies in signing a letter to the UN Secretary General highlighting commitments and achievements to reduce the burden of non-communicable diseases in [support of UN Sustainable Development Goal 3.4](#).

» Transparency ▶ Material issue | GRI 417-1, FP8

Our approach: At General Mills, we are committed to increasing transparency about our food. We recognize that consumers, regulators, investors and other stakeholders seek information about our products and processes. Consumers want to know what's in their food, where it comes from and how it is prepared. They also want assurance that food has been grown and harvested in a responsible

and sustainable manner that respects people, animals and the environment.

As we continue our journey to increase transparency, our focus is on providing information to key stakeholders when and where they need it. For example, to help consumers learn more about what is in their food, we provide information in multiple ways – on packages, through our company and brand websites, on

our brands' social media channels and on third-party sites, such as e-commerce and transparency platforms.

Our progress: Some examples of our current transparency initiatives are outlined here.

- [Annie's introduced products](#) in April 2018 with information on each package stating that ingredients used to make



the limited-edition [organic Honey Bunny Grahams](#) and [Elbow Pasta & Cheddar](#) were grown in a way that regenerated the soil. The ingredients – wheat, peas and oats – were traceable to two farms in Montana through a specially designed, segregated supply line. Annie’s regularly shares stories about its contributions to a better food system through its website (including the [Farm-to-Yum](#) framework and its [Why Organic](#) and [Soil Matters](#) pages) and social channels.

- In October 2018, [Epic Provisions](#) debuted the first product in the U.S. featuring the [Land to Market Ecological Outcome Verification \(EOV\) seal](#). The verification program measures soil health improvements

resulting from sustainable land management practices, so consumers know the brand’s meat snacks are made from beef cattle that were raised by ranchers in a way that protects the land.



- We provide consumers with answers to questions about our food at [askgeneralmills.com](#), including frequently asked questions, videos, blogs and other content. The site includes 521 topics ranging from food ingredients to gluten-free products and use of GMOs. More than 58,760 users visited the site during the 12-month period ending November 2018.

- In the U.S., we provide product details through [SmartLabel™](#), an industry initiative that seeks to share digital product information with consumers. As of June 2018, we have over 300 products listed on [smartlabel.org](#). This information also can be accessed by downloading the SmartLabel app and scanning a participating UPC or SmartLabel QR code (if available on packaging).

Responsible sourcing: Details about our ingredients, how they are sourced and how we engage with farmers are included in responsible sourcing content in the [Our Planet](#) section of this report.



△ Annie’s is committed to making foods that leave the planet better than we found it by advancing organic and regenerative farming practices.

Biotechnology ► Material issue | GRI FP8

Safety: Safety is our highest priority, and we find broad global consensus among food and safety regulatory bodies that approved GMOs are safe. [Learn more.](#)

Our approach: We agree with the UN’s 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. Incumbent with any technology use is the need for supply chain stakeholders to regularly review, identify and address issues associated with the technology, including pest and weed resistance. [Learn more.](#)

Alternatives: We respect consumers’ varying views on the use of biotechnology. We offer organic and non-GMO alternatives in most of our major product categories in the U.S. [Learn more.](#)

Transparency: We are committed to transparency and have been disclosing the presence of bioengineered ingredients on our U.S. packages since 2016. The U.S. Department of Agriculture has finalized rules for disclosure moving forward, and we will continue to voluntarily disclose the presence of bioengineered ingredients on our U.S. packages using the allowed text under the rule.

Non-GMO Project

We respect consumers’ varying views on the use of biotechnology. We have enrolled 400 products – especially our organic products – in the

U.S. Non-GMO Project, a nonprofit organization that provides information to consumers and third-party verification for non-GMO food and products.





Our Planet

Our sustainability mission is to treat the world with care.

IN THIS SECTION

Climate change

Water stewardship

Regenerative agriculture

Sustainable sourcing

Responsible sourcing

13%↓

Our greenhouse gas emissions footprint decreased **13 percent** in 2018 compared to 2010.

\$4+ million

We have invested over **US\$4 million** in soil health initiatives through 2018.

85%

85 percent of our 10 priority ingredients were sustainably sourced in 2018.



Overview

At General Mills, we are committed to treating the world with care, not just today but for generations to come. The health of our business depends on the health of our planet. 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 collaborate to drive change by promoting environmentally and socially responsible practices across our entire value chain, from farm to fork and beyond.

Our sustainability pillars



STABLE climate



HEALTHY watersheds



STRONG ecosystems



BETTER lives for farmers

Our actions



Climate change

We collaborate with farmers, suppliers, retailers and consumers to drive transformation and combat climate change. Our goal is to reduce absolute GHG emissions across our full value chain by 28 percent by 2025 (compared to 2010). [Learn more.](#)



Water stewardship

We focus on water usage from watershed to production, to increase efficiency and resiliency. Our goal is to champion the activation of water stewardship plans for the most material and at-risk watersheds in our global value chain by 2025. [Learn more.](#)



Regenerative agriculture

We promote regenerative agriculture to protect and intentionally enhance natural resources and farming communities. Our goal is to advance regenerative farming practices on 1 million acres of farmland by 2030. [Learn more.](#)



Sustainable sourcing

We are committed to improving the environmental, social and economic impacts of raw material sourcing. Our goal is to sustainably source 100 percent of our top 10 priority ingredients by 2020. [Learn more.](#)



Responsible sourcing

We collaborate with our global supplier base to make our products with high ethical standards; ensure respect for workers and the environment; expand economic opportunities; and protect animal welfare. [Learn more.](#)

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. The Chairman and CEO convenes the Sustainability

Governance Committee three times each year to review and approve strategies, programs and key investments.

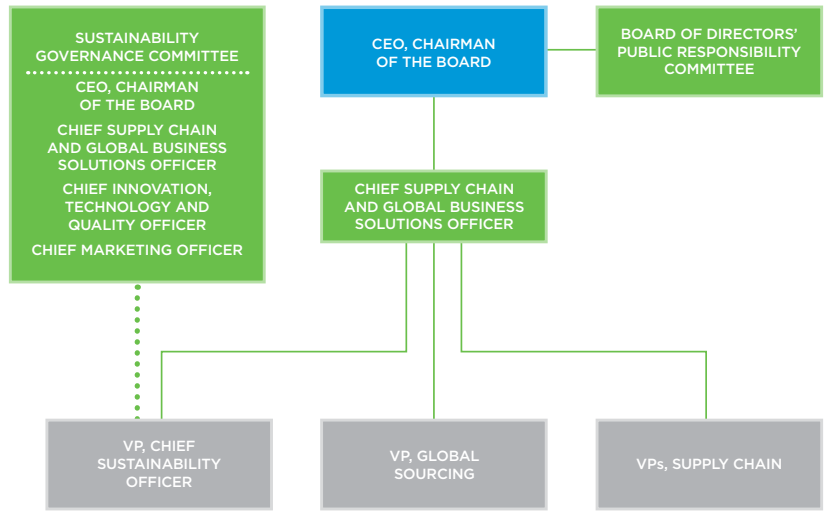
Oversight of the company's sustainability work is provided by the General Mills Board of Directors' Public Responsibility

Committee, which regularly reviews the company's sustainability objectives, strategies and performance.

The company's Chief Sustainability Officer stewards the company's sustainability work, reporting to the Chief Supply Chain

Officer, and working closely with the Vice President of Global Sourcing and other key business leaders to develop, coordinate and execute programs to achieve companywide targets.

GRI 102-9, 26



Recognition in 2018

- CDP Climate Change (A List)
- CDP Water Security (A List)
- 100 Best Corporate Citizens (No. 1 in industry), *Corporate Responsibility*
- Dow Jones Sustainability Index (member of North American and World indices)
- FTSE4Good Index (member)
- 100 Most Just Companies (No. 1 in industry), *Forbes/JUST Capital*
- MSCI Index (AA rating)
- Green Ranking (No. 2 in industry), *Newsweek*

» Climate change

► **Material issues: Climate change; energy use; food waste; packaging footprint | GRI 301 2-3, 302 1-4, 305 1-5, 306-2**

Climate change presents risks to humanity, our environment and our livelihoods. Changes in climate not only affect global food security but also impact our ability to deliver quality products to our consumers and value to our shareholders.

Risks: We have assessed the risks associated with climate change and their potential impact on our business. Physical risks include supply chain disruption due to severe weather impacting a facility, or commodity disruption for specific geographically concentrated ingredients such as cocoa

from West Africa or almonds from California. We have active mitigation plans in place to address and minimize these types of disruptions. Reputational risks could arise from not addressing the emissions in our supply chain. We are doing our part to reach an aggressive greenhouse gas (GHG) emissions reduction target and positively influence the broader value chain. While regulatory changes present potential risks, we expect changes in the area of climate change would impact all food companies in a similar manner without significant competitive disadvantage.

Policy: 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.

Collaboration: We directly control only a small portion of our value chain, so driving transformation across the entire system requires leadership and collaboration with suppliers, farmers, packaging producers, product transport providers, retailers and consumers. We drive progress through partnerships and key initiatives, such as our work with [The Land Institute](#)

and [The Nature Conservancy \(TNC\)](#) to advance regenerative agriculture and soil health, as well as with [Field to Market: The Alliance for Sustainable Agriculture](#). See [Agriculture and transformation](#) for more details.

Combating climate change also requires collective action across industries and our broader society. We are a founding member of the [Climate Collaborative](#) and have made public commitments to tackle climate change in seven areas: agriculture, food waste, transportation, energy efficiency, short-lived climate pollutants, forests and packaging.

We also participate in the following initiatives:

- Science Based Targets initiative (SBTi)
- Business for Innovative Climate & Energy Policy (BICEP) coalition
- We Mean Business
- New York Declaration on Forests
- UN Caring for Climate Declaration

Science-based goal: Reduce absolute GHG emissions across our full value chain by 28 percent by 2025 (compared to 2010). Our longer-term goal is to achieve sustainable emissions levels by 2050. This goal is approved by the Science Based Targets initiative.

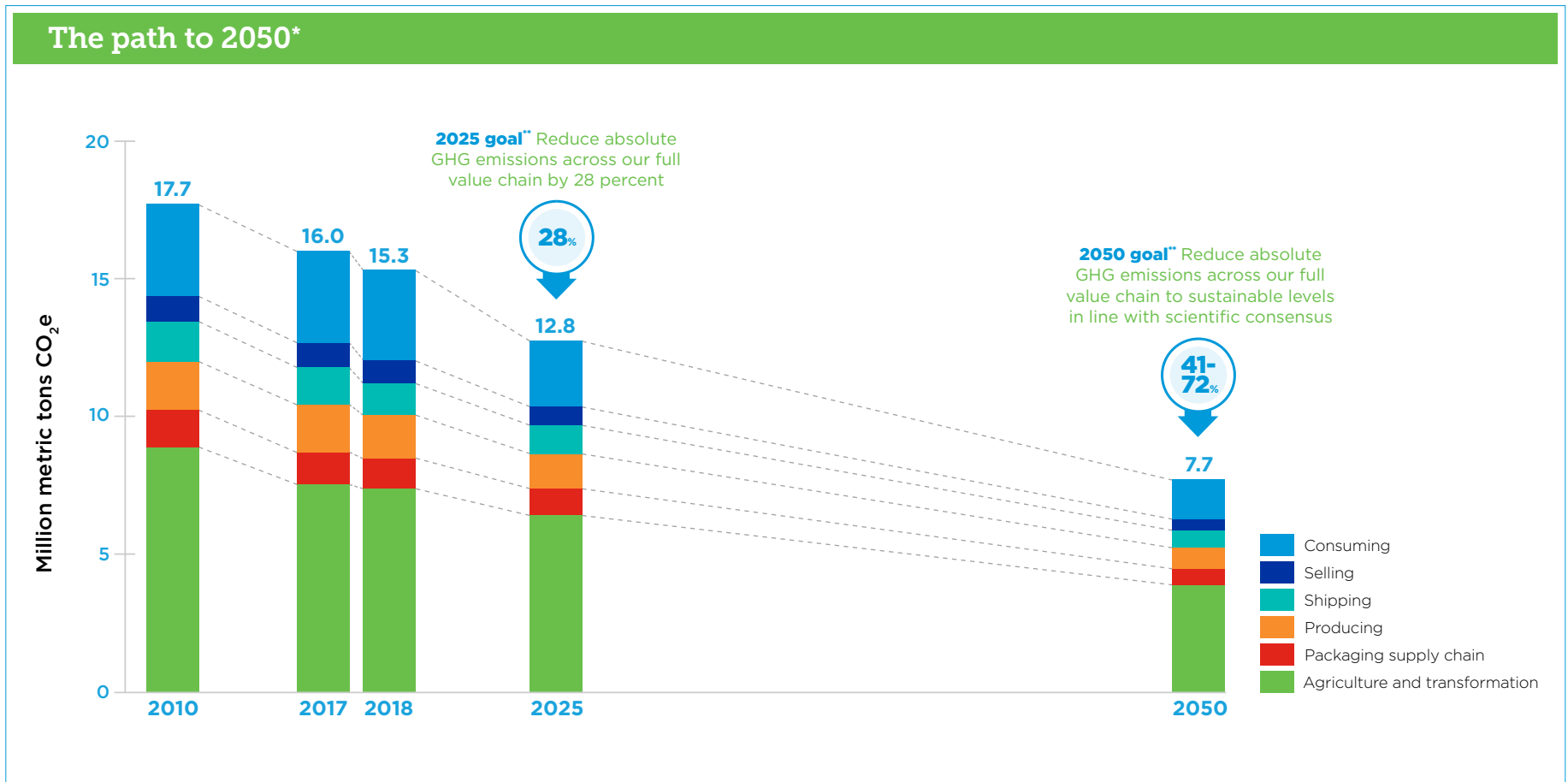
Performance: In 2018, our GHG emissions footprint decreased 13 percent compared to our 2010 baseline, while net sales rose 6 percent during

that period. This reflects sales of lower GHG emissions intensive products, as well as improved efficiency in manufacturing and logistics. Our GHG emissions fell 4 percent versus 2017, while net sales increased 1 percent.

We plan to accelerate recent progress to reach our emissions reduction goals. Our ongoing challenge is to decrease our footprint while growing our business.

See the [Appendix](#) for details on our GHG emissions calculation methodology. For information on the risks and opportunities General Mills faces due to climate change, see our [CDP submission online](#).

Value chain: The sections on the following pages break down our footprint by value chain phase and describe our efforts to improve performance.



* General Mills worked with Quantis, a sustainability and life-cycle assessment (LCA) consulting firm, to calculate our company's GHG emissions footprint. The calculation methodologies align with the Greenhouse Gas Protocol, developed by World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD). Relative size of value chain segments for 2025 and 2050 are based on 2010 data. Differences compared to the data reported last year are due to enhancements in calculation methodologies and accuracy.

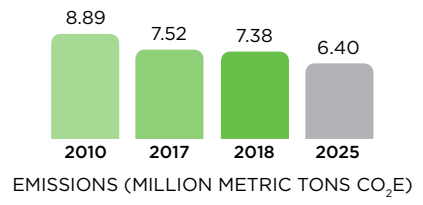
** Compared to 2010.



Agriculture and transformation (48% of total value chain GHG emissions)

Growing and transporting crops, and turning them into food ingredients

GENERAL MILLS' LEVEL OF INFLUENCE: **MEDIUM**



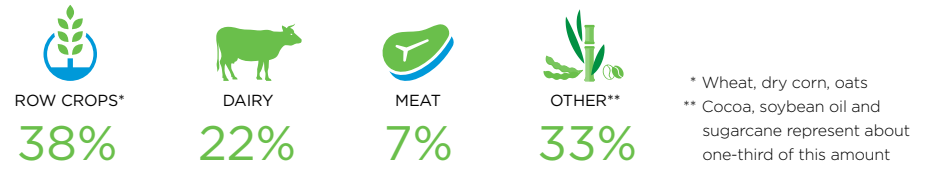
Agriculture and transformation represents the largest source of GHG emissions across our value chain, so it is central to our reduction efforts.

Performance: Greenhouse gas emissions in this category decreased 17 percent in 2018 compared to our 2010 baseline. This was primarily due to reduced purchases of GHG emissions intensive ingredients, such as dairy products. Emissions fell by 2 percent from 2017 to 2018.

Our approach:

- **Regenerative agriculture** - Farming practices such as diverse crop rotations and cover cropping can sequester carbon in the soil and reduce GHG levels in the atmosphere.
- **Row crops** - In the U.S., we partner with Field to Market and our suppliers to help growers of corn, sugar beets and wheat gather data on the impact of their farming practices,

KEY DRIVERS (% OF PHASE IN FY18)



including GHG emissions. We engage in similar ways with oats growers through the Canadian Field Print Initiative. We then hold workshops and collaborate with local, trusted agronomists to identify and implement continuous improvement practices.

- **Dairy products** - Dairy management contributes to GHG emissions, due to feed production, methane emissions from digestive processes,

manure, processing, transport of raw milk and other factors.

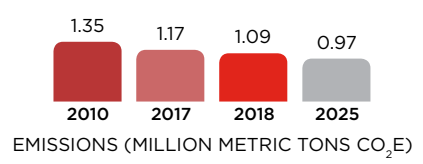
- **Deforestation** - Healthy forests play a critical role in storing carbon, so we are working to address deforestation in our fiber, cocoa and palm oil supply chains.



Packaging supply chain (7% of total value chain GHG emissions)

Producing and transporting packaging materials

GENERAL MILLS' LEVEL OF INFLUENCE: **HIGH**



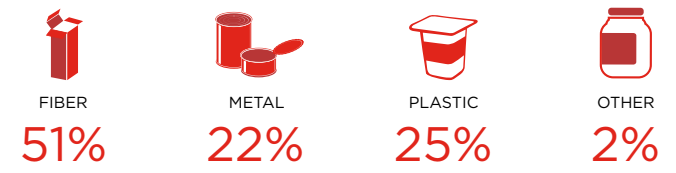
We continually innovate to reduce the environmental impact of packaging through better design - by decreasing materials use, switching to lower impact materials (including renewable) and improving truckload packing efficiencies.

Performance: Greenhouse gas emissions in this category decreased 19 percent in 2018 compared to our 2010 baseline. This was due to design improvements and a shift toward products with lower impact packaging. A 7 percent decrease

from 2017 to 2018 was partially due to a decline in soup and yogurt sales and the resulting reduction in steel packaging and aluminum lids, both of which are GHG emissions intensive.

Sourcing: 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, and we achieved greater than 99 percent in 2018.

KEY DRIVERS (% OF PHASE IN FY18)



Recycled and recyclable materials: We continue to increase our use of recycled and recyclable materials. In 2018, recycled content represented about 45 percent of General Mills' product packaging weight in the U.S. Approximately 89 percent of our packaging in the U.S. was recyclable.*

Plastics commitment: In early 2019, we announced our ambition that 100 percent of our packaging be recyclable by design by 2030. See our [packaging statement](#).

External collaboration: We partner with industry and community organizations such as the Sustainable Packaging Coalition (SPC) and The Association of Plastic Recyclers to improve recycling effectiveness and availability. To promote recycling, more than two-thirds of our products with large enough packages now include How2Recycle labels, developed by the SPC.

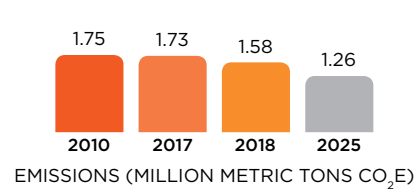
*According to analysis conducted by General Mills in 2018. Packaging is considered recyclable if 60 percent or more of the U.S. population has access to recycling for the material.



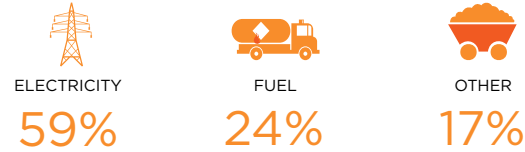
Producing (10% of total value chain GHG emissions)

Making our products (mixing and cooking)

GENERAL MILLS' LEVEL OF INFLUENCE: **HIGH**



KEY DRIVERS (% OF PHASE IN FY18)



The amount and type of energy we use are the key drivers of GHG emissions from our operations.

Performance: Greenhouse gas emissions in this category decreased 9 percent in 2018 compared to our 2010 baseline, primarily due to our ongoing progress in energy efficiency, consolidation of operations and reductions in the average GHG emissions intensity of the electricity we purchase.

Energy use: In addition to our GHG emissions reduction goal, each General Mills production facility has a target to reduce energy use by 2 percent annually, normalized to production. During fiscal 2018, this rate decreased by 2 percent compared to the prior year. Efficiency improvements were partially offset by increased production of more energy intensive product offerings to meet consumer demands. Absolute energy use decreased by 7 percent.

We identify and implement improvements through our Five-Step Energy Reduction Process, by working with our manufacturing plants to establish energy programs, conduct energy analyses, develop and execute improvement plans, and validate results. This process historically focused on facilities with

significant spending on energy. We have recently evolved it to include all General Mills manufacturing facilities, by focusing improvement efforts on common systems such as compressed air, lighting and steam/hot water.

In fiscal 2018, we completed more than 60 energy efficiency and reduction projects across the company. These saved over 12 million kWh, delivered US\$4.8 million in cost savings and avoided nearly 6,000 metric tons CO₂e of GHG emissions.

Renewable energy: We have implemented numerous renewable energy initiatives at facilities worldwide that meet financial guidelines and support our environmental objectives. Examples include anaerobic digestion (which captures and uses methane to generate electricity), and burning oat hulls and other bio mass. In June 2017, General Mills signed a 15-year virtual power purchase agreement with Renewable Energy Systems (RES) for 100 megawatts of the Cactus Flats wind

project in Concho County, Texas. We estimate this will generate renewable energy credits equivalent to more than one-third of the power used by our U.S. facilities. As a result, General Mills rose to No. 32 on the Top 100 list of the Environmental Protection Agency's Green Power Partnership. We plan to pursue additional renewable energy opportunities in fiscal 2019.

Waste reduction: We also work to decrease waste, which saves money and materials and decreases our overall GHG

Renewable energy, fiscal 2018*				
Location	Generated and used (GJ)	Generated and sold (GJ)	Renewable energy certificates (RECs)	Type
Brazil (Cambara, Carolina, Pouso Alegre)	320,150	0	N/A	Input: Biomass (wood) Output: Heat
France (Arras)	3,218	1,548	N/A	Input: Biogas (food waste) Output: Heat (used) and electricity (sold)
United States (Fridley, Minnesota)	83,434	0	N/A	Input: Biomass (oat hulls) Output: Heat (used)
United States (Murfreesboro, Tennessee)	5,825 (electricity) 3,124 (steam)	0	N/A	Input: Biogas (food waste) Output: Electricity (used) and Heat (used)
United States (Cactus Flats wind project in Concho County, Texas)	N/A	N/A	0 (100 MW beginning in August 2018)	Input: Wind Output: Electricity (RECs)
Total	415,751	1,548		
Percent of total energy usage**	4.6%			

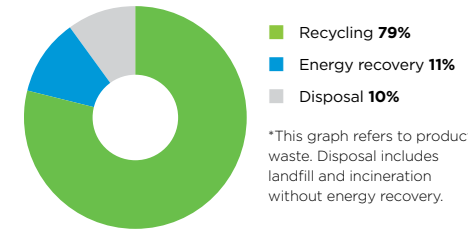
* The company's facility in San Adrian, Spain, rented its roof to a solar company, which generated 5,294 GJ at that location in fiscal 2018. That amount is not included in this table.
** Wholly owned or controlled production facilities globally.

emissions. Each General Mills production facility has a target to reduce production solid waste generation by 3 percent annually, normalized to production. In fiscal 2018, this rate increased by 7 percent, while absolute waste rose by 1 percent. Main factors included waste-intensive changes in operations and overall decreases in production. During the year, 79 percent of our production

solid waste globally was recycled, 11 percent was processed for energy recovery and 10 percent was disposed.* Worldwide, at the end of fiscal 2018, 10 General Mills production facilities (20 percent of the global total) met our zero-waste-to-landfill criteria.** We continue working to meet our target to achieve zero waste to landfill at 30 percent

of our owned production facilities by 2020 and 100 percent by 2025. To view additional data about GHG emissions, energy usage in our directly controlled operations, and water and solid waste, see the [Environmental Data Summary](#).

Solid waste by disposition* (% of 2018 global total)

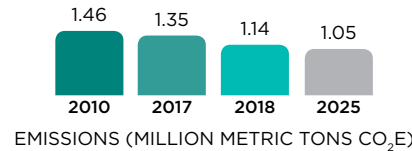


*Disposal includes landfill and incineration without energy recovery.
**These facilities sent no waste to landfill or incineration without energy recovery.

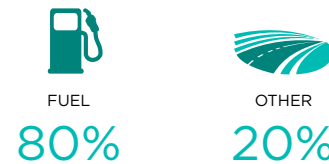
Shipping (7% of total value chain GHG emissions)

Transporting ingredients to our facilities and our products on to stores

GENERAL MILLS' LEVEL OF INFLUENCE: **HIGH**



KEY DRIVERS (% OF PHASE IN FY18)



We work with our suppliers, co-packers, transportation providers and customers to reduce the environmental impact of shipping our products around the world.

Performance: Greenhouse gas emissions in this category decreased 22 percent in 2018 compared to our 2010 baseline, due to shifts to more efficient transport modes and improvements in truck fuel efficiency.

Strategies:

- Optimizing transportation modes, including moving loads to modes with less impact, such as from truck to rail.
- Using innovative technologies such as lightweight truck cabs.
- Collaborating with suppliers and customers to increase capacity utilization and providing customers incentives to use our Direct Plant Ship program.

- Prioritizing shippers with strong environmental credentials. In North America, 94 percent of our transportation spend is with [SmartWay](#) certified carriers.*
- Improving logistics planning, regionally sourcing products, filling trucks more completely and using load optimization software.

- Optimizing our customer service facility and inventory footprint to decrease outside storage, which requires additional handling.

*Twelve months ending November 2018.

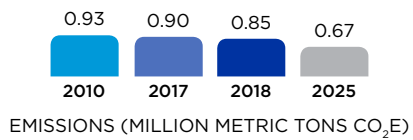




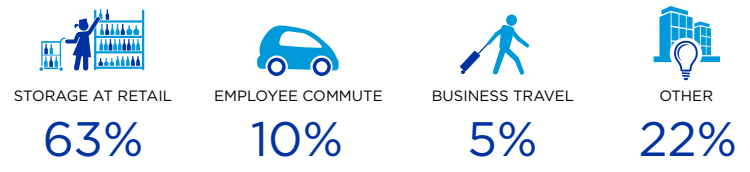
Selling (5% of total value chain GHG emissions)

Making food available for purchase and daily operations of our business

GENERAL MILLS' LEVEL OF INFLUENCE: **LOW**



KEY DRIVERS (% OF PHASE IN FY18)



We support the efforts of our customers who are working to reduce energy use and associated GHG emissions related to storing and refrigerating our products.

Performance: Greenhouse gas emissions in this category decreased 9 percent in 2018 compared to our 2010 baseline, largely due to a decrease in the volume of products that require cold storage.

Sales and marketing: This category also includes General Mills activities that support sales and marketing, such as business travel and our corporate offices. We continue to reduce impacts in this area through increased use of virtual meeting technologies and upgrades to more efficient fleet vehicles. From fiscal 2010 through fiscal 2018, we reduced the GHG emissions intensity of our U.S.

sales fleet by 29 percent per mile driven, decreasing annual GHG emissions per vehicle by nearly 0.8 metric tons CO₂e.

Efforts to decrease waste and energy use at our corporate offices include expanding recycling and composting streams, reducing printing, optimizing building energy controls and improving lighting energy efficiency.

In fiscal 2018, at our Minneapolis headquarters, we reduced overall waste by 10 percent and waste to landfill by 30 percent, while increasing composting collection by 50 percent, compared to the prior year.

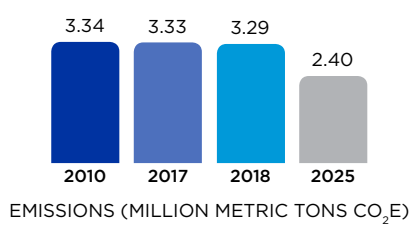
From 2015 through 2018, we saved US\$800,000 through energy use reductions, decreasing GHG emissions by more than 6,700 metric tons CO₂e.



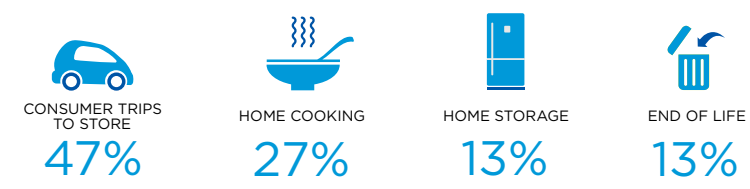
Consuming (21% of total value chain GHG emissions)

Enjoying food (shopping, preparing and eating) and disposing

GENERAL MILLS' LEVEL OF INFLUENCE: **LOW**



KEY DRIVERS (% OF PHASE IN FY18)



Consumer transportation to and from stores determines the largest part of emissions in this phase, followed by product specifications such as preparation and storage requirements.

Performance: Greenhouse gas emissions in this category decreased 1 percent in 2018 compared to our 2010 baseline, reflecting a shift in our portfolio to more products

that do not require cooking or refrigeration by the consumer.

■ **Food waste:** General Mills supports several initiatives to combat food

waste. In 2018, we enabled 30 million meals for food-insecure people around the world through food donations. [Learn more.](#)



Food waste

Food waste is a major social, environmental and economic challenge that undermines food security; contributes to climate change; consumes water and other natural resources; and adds costs to families, communities and businesses.

Tackling this complex issue is a business, moral and sustainability imperative for General Mills, and strongly aligns with the company's purpose. Reducing food waste enables more people to eat and saves businesses and individuals money to invest in other needs. Efforts in this area support progress against our [GHG emissions reduction](#) and [zero-waste-to-landfill](#) goals, as well as our [philanthropic priorities](#) to increase community food

security, advance the sustainability of agriculture and strengthen our hometown communities.

Approach: We take a broad approach to addressing food waste, from reducing waste in our operations and collaborating across the industry, to empowering food businesses in surplus food recovery, educating consumers on how to save food at home and engaging with communities worldwide. The General Mills Food Waste Action Team - composed of employees from global sustainability, philanthropy, supply chain, government affairs and environmental standards - collaborates to drive progress and identify new opportunities for impact.

Collaborating to reduce food waste

In September 2018, General Mills joined [Friends of Champions 12.3](#), a group of companies and other organizations working to drive progress toward the UN's Sustainable Development Goal Target 12.3, to halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses, by 2030.



29 million

General Mills food donations enabled **29 million** meals for food-insecure people around the world in 2018.

Food waste impact*



1/3

Every year, **one-third** of the food produced worldwide is wasted.



8%

Wasted food is responsible for **8 percent** of global GHG emissions.



\$1 trillion

Global food loss/waste represents nearly **US\$1 trillion** annually.



*Source: UN Food and Agriculture Organization (FAO).



A multifaceted approach to address food waste



Operations

We closely monitor and manage our manufacturing processes to keep surplus food out of the waste stream. In fiscal 2018, 57 percent of our production waste was food waste, and only 2 percent of that amount went to landfill. We are making progress toward our zero-waste-to-landfill targets at General Mills production facilities. (See details in the Producing section.) Ten facilities (20 percent of the global total) met our zero-waste-to-landfill criteria in fiscal 2018.

We also work to reduce food waste in our office buildings. At our headquarters, we increased compost collection by 50 percent in fiscal 2018 compared to the prior year and reduced landfill waste by 30 percent.



Industry

Any one company alone cannot solve food waste. Meaningful change requires strong partnerships and collaboration across the industry. We actively participate in industry, nonprofit and government groups focused on food waste reduction as well as surplus food recovery, including AMERIPEN, the Food Waste Reduction Alliance, the Foundation for Food and Agriculture Research, the Grocery Manufacturers Association, the International Food Waste Coalition, ReFED (Re-think Food Waste through Economics and Data) and the U.S. Food Waste Challenge.

General Mills is part of an industry-wide effort by the largest grocery producers and retailers to standardize food product date labels to improve clarity about quality and safety. This will help reduce consumer confusion and decrease the amount of food that's thrown away when it's still good. As of September 2018, we have updated more than 60 percent of our U.S. packages and will continue transitioning the remainder.



Food retailers

General Mills is committed to increasing surplus food recovery, especially among consumer-facing food businesses – grocery stores, restaurants and other food outlets. These organizations collectively account for 40 percent of all food waste, roughly 50 billion pounds (more than 20 million metric tons) per year in the U.S. alone.

Over the past three years, our global investments in food recovery technology have empowered 30,000 retailers to participate in systematic food rescue.



Consumers

We educate consumers on ways to save food at home:

- General Mills promotes *Save The Food*, a U.S.-based campaign from the Natural Resources Defense Council and the Ad Council that provides tips on how to store, cook and save food.
- Since more than 40 percent of food waste happens at home, General Mills developed and launched the #tastenotwaste initiative on bettycrocker.com in 2018. The program helps consumers minimize food waste by providing articles, tips and creative recipes for using remaining produce and ingredients. After just one month of promotion, we achieved more than 18 million consumer impressions.



Communities

General Mills provides philanthropic support to leading nonprofits that makes it possible for food manufacturers, grocers, restaurants, distributors, trucking companies and other organizations to donate surplus food so it can be distributed to people in need.

- Our US\$1 million investment in the MealConnect food recovery technology platform has enabled the recovery and redistribution of more than 1 billion pounds of surplus food.
 - General Mills food donations enabled 29 million meals for food-insecure people around the world in 2018.
- Learn more about our food rescue and recovery efforts in the [Our Community](#) section.

Over the past three years, our global investments in food recovery technology have enabled the recovery and redistribution of more than **1 billion pounds** of surplus food.





» Water stewardship

Material issue | GRI 303-1, 2, 3

Water is essential for life – for drinking and sanitation, and to grow food, generate power, support commerce and nurture ecosystems. Agriculture uses 70 percent of global freshwater withdrawals, and the food sector faces increasing risks related to water quality and availability. This underscores the leadership role that General Mills and other food companies must take to address water stewardship issues. We focus on water usage from watershed to production, identify opportunities to increase efficiency and conservation, and continually improve performance and enhance resiliency.

Policy: The [General Mills Water Policy](#) provides a framework for engaging

with stakeholders and improving the health of watersheds that are critical to our business. Improving watershed health requires extensive collaboration to protect the water quality and supply that benefit our growers, communities and the environment.

Our goal: Champion the activation of water stewardship plans for the company's most material and at-risk watersheds in its global value chain by 2025.

Risk-based approach: Water issues are local, so we take a risk-based approach to address the specific challenges facing targeted geographies. We follow our four-phase approach to develop and implement watershed health strategies



Feeding Ourselves Thirsty

In the 2017 update of its [Feeding Ourselves Thirsty](#) analysis, Ceres ranked General Mills No. 4 of 21 packaged food companies (and No. 5 of 42 food sector companies overall). The study assessed

how companies are responding to water risks in governance and management, direct operations, the manufacturing supply chain and the agricultural supply chain.

in eight priority watersheds across our worldwide operations. (See the watersheds map on the next page.) One of those watersheds is in phase 2 (analysis and action planning), four are in phase 3 (collaboration) and three have advanced to phase 4 (transformation).

To determine locations, in 2016 we updated a risk assessment of the watersheds that support our business globally. We assessed 15 key ingredients in 36 sourcing regions and 66 facilities (including 17 supplier partners), covering 41 watersheds globally. This process, which updated the analysis we conducted with TNC in 2013, included factors such as water quantity, water quality and baseline water stress. We used the World Wildlife Fund (WWF) Water Risk Filter and the World Business Council for Sustainable Development (WBCSD) Global Water Tool, as well as facility water consumption

data and irrigation intensity data from the University of Minnesota.

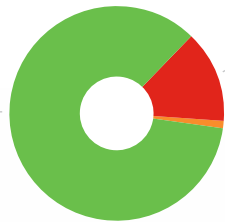
Water use in operations: Although this category only represents about 1 percent of our water footprint, every General Mills production facility has a target to decrease water use by 1 percent annually, normalized to production. In fiscal 2018, this rate decreased by 4 percent, due mostly to elevated levels the prior year associated with facility closures. In fiscal 2018, absolute water usage related to our manufacturing processes equaled 13.7 million cubic meters, 9 percent less than in fiscal 2017. Main factors included reductions in the number of facilities and overall production.

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

General Mills' water footprint*

Agriculture and transformation (85%)

We focus on the highest-risk watersheds that we impact globally. See the [map](#) for details.



Packaging supply chain (14%)

Reducing materials use and using lower impact materials (such as recycled content) are the main strategies that positively impact water use related to packaging. See the [Packaging supply chain](#) section for more information.

Producing (1%)

Although this represents a small part of our footprint, we control this phase directly and are committed to continual improvement. See the [Producing](#) section for details.

*Water consumption data is from 2012. Data in the Shipping, Selling and Consuming phases was considered to be immaterial.

Four-phase approach to sustainable supply chain water use

PHASE 1

Assessment

A study of key operation and growing region watersheds, using external standards and building on work completed with The Nature Conservancy (TNC)

PHASE 2

Analysis and action planning

Deep-dive analysis of at-risk growing areas, in conjunction with external experts

PHASE 3

Collaboration

Establish multi-stakeholder water stewardship plan to implement identified improvements

PHASE 4

Transformation

Implement water stewardship program with public education and advocacy, funding, and monitoring and reporting

General Mills' priority watersheds

Snake IDAHO, U.S.

Growing region (wheat, potatoes)
RISK LEVEL: EXTREMELY HIGH
PHASE 4

General Mills is tracking the [Eastern Snake River Plain Aquifer Comprehensive Aquifer Management Plan](#) to drive progress toward watershed sustainability. We support TNC to help farmers implement water management and soil health practices that reduce groundwater withdrawals and address declining water levels and watershed health in this area. In 2017, the Natural Resources Conservation Service (NRCS) allocated \$5.2 million to promote and implement irrigation and water saving projects through its Regional Conservation Partnership Program. TNC also received a grant from the NRCS to help develop the business case for farmers to reduce water use. Also see [Southern Idaho Fieldprint Project](#) and the [TNC soil health roadmap](#).

San Joaquin CALIFORNIA, U.S.

Growing region (dairy, nuts, fruits and vegetables), facility
RISK LEVEL: EXTREMELY HIGH
PHASE 3

General Mills has supported TNC and [Sustainable Conservation](#) to develop resources such as the [groundwater dependent ecosystem tool](#) and the [groundwater recharge assessment tool](#) to assist development of groundwater sustainability plans. Through the [California Water Action Collaborative](#), we share resources and information with other food and beverage companies, suppliers and conservation organizations to improve water security in the San Joaquin watershed. We recently supported development of the [Groundwater Exchange](#), a resource and collaboration portal that helps water managers, water users and community members implement the Sustainable Groundwater Management Act.

Rio Grande/ Rio Bravo NEW MEXICO, U.S.

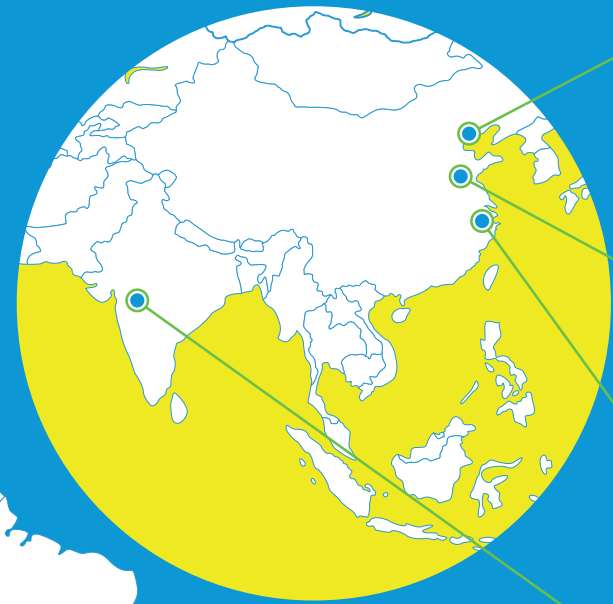
Facility
RISK LEVEL: EXTREMELY HIGH
PHASE 4

We contribute to the [Rio Grande Water Fund's](#) work to help advance water conservation and education efforts in the Albuquerque community, including restoring forests to reduce catastrophic wildfires that threaten the area's water supply. Recently, our Albuquerque cereal and snack plant partnered with TNC to collect rain water. See [Saving Every Drop](#). We are tracking [Water 2120: Securing our Water Future](#), the county water utility's 100-year water supply plan for the metropolitan area.

South Florida Basins FLORIDA, U.S.

Growing region (sugarcane)
RISK LEVEL: HIGH
PHASE 4

General Mills is tracking The [Central Everglades Planning Project \(CEPP\)](#) that is currently being implemented according to the [Integrated Delivery Schedule](#), a collaboration created with multi-stakeholder input.



Yongding He HEBEI/SANHE (BEIJING), CHINA

Growing region (dairy), facility
RISK LEVEL: EXTREMELY HIGH
PHASE 3

We are in the process of implementing the [Alliance for Water Stewardship](#) standard at our facility and the surrounding catchment.

Huang He (Yellow) SHANGDONG, CHINA

Growing region (dairy)
RISK LEVEL: EXTREMELY HIGH
PHASE 2

This watershed is in the analysis phase.

Yangtze (Chang Jiang) SHANGHAI, CHINA

Facilities
RISK LEVEL: HIGH
PHASE 3

We are in the process of implementing the [Alliance for Water Stewardship](#) standard at our facilities and the surrounding catchments.

Ganges MADHYA PRADESH, INDIA

Growing region (wheat)
RISK LEVEL: EXTREMELY HIGH
PHASE 3

General Mills and TNC completed a detailed assessment of the watershed, farming practices and improvement opportunities. We are collaborating with another food company to develop a water fund and to pursue other opportunities for the region. To better understand the challenges and possible solutions in this area, we also met with numerous local farmers. [Learn more.](#)

An interactive version of this map, which is updated periodically, is also available [online](#).

Risk levels are based on the WWF Water Risk Filter, customized to General Mills.



» Regenerative agriculture

► Material issues: Biodiversity; climate change; deforestation; responsible sourcing; water stewardship | GRI 102-12, 13, 201-1, 304-2, 3



1 million

We will advance regenerative agriculture practices on 1 million acres of farmland by 2030.

Up to one-third of global greenhouse gas (GHG) emissions stems from the food system, an estimated 80 percent of which comes from agriculture.*

To positively impact our planet, it's imperative that we adapt the approach to farming, natural resource management and energy usage.

We believe that the most promising solutions start with healthy soil.

We are on a journey to make a meaningful difference through regenerative agriculture, which we define as agriculture that protects and intentionally enhances natural resources and farming communities. This approach is a powerful lever for change across the agricultural supply chain. It not only sustains natural resources but can restore them for generations to come. To achieve these benefits at scale, we believe all types of agriculture – organic and conventional – should be addressed.

Regenerative agriculture can help address climate change by sequestering carbon in the soil and reducing GHG emissions in the atmosphere.

Our goal: Advance regenerative agriculture practices on 1 million acres of farmland by 2030.

Our approach: We aim to connect best practices in regenerative agriculture to real outcomes across three key areas:



Healthy soil – Soil is a complex ecosystem that forms the base of the food chain for humans and land animals. It plays an essential role in cleaning and storing water, supporting biodiversity and regulating the climate.



Biodiversity – Diversity in crop varieties, grazing animals, wildlife and pollinators supports resilient ecosystems can better withstand disease, pests and climate shocks.



Farmer economic resilience – Regenerative agricultural practices reduce the need for more expensive inputs by fostering natural nutrient cycling. These practices can strengthen whole farm profitability and resilience over time.

We follow three strategies to drive progress:

- Product and supply chain – Cultivate and scale regenerative farming practices in our supplier base.
- Policies and partnerships – Advance agricultural systems change through strategic partnerships and research.
- Education and inspiration – Build awareness and influence change by educating and inspiring consumers, farmers, suppliers, industry peers and our employees.

Measuring impact: During fiscal 2018, General Mills developed a Regenerative Agriculture Measurement Protocol, which outlines how we determine the impact of agricultural management on soil health throughout General Mills' network of regenerative farmers and ranchers. In fiscal 2018, we collected and analyzed soil samples from 10 pilot farms in the U.S., totaling 7,500 acres of conventional and organic land. Protocols for above-ground

biodiversity and farmer economic resilience are still in development.

We also launched Version 1.0 of the [General Mills Regenerative Agriculture Scorecard](#), a self-assessment tool to help farmers understand how their practices influence soil health, biodiversity and economic resilience in farming communities.

Life-cycle assessment: In 2018, General Mills worked with Quantis, White Oak Pastures and Michigan State University to conduct a life-cycle assessment of White Oak Pastures, which produces beef for our EPIC brand. Preliminary results of the study determined that restoration of degraded cropland to perennial pastures and regenerative agricultural practices sequestered enough carbon in soil to offset as much as 68 percent of the farm's overall GHG emissions footprint and decrease the footprint per pound of beef produced by 88 percent compared to a conventional beef system.**

Regenerative agriculture: examples in our supply chain		
BRAND	DESCRIPTION	PRODUCTS
	Partnered with Montana farmers to create two limited-edition products with organic ingredients grown using regenerative practices.	
	Working to commercialize Kernza, a perennial relative of annual wheat, whose deep roots show promise in building soil health and ecosystem resilience.	
	Partnering with the Savory Institute to launch Land to Market – the first verification standard for regenerative supply chains.	

*Vermuelen, S., Campbell, B. & Ingram, J. (2012). Climate Change and Food Systems. *Annual Review of Environment and Resources*, 37, 195-222. <https://www.annualreviews.org/doi/abs/10.1146/annurev-environ-020411-130608>

**Value for comparison calculated based on Rotz, 2013. Assumes no carbon loss or storage in cow-calf stage.

Soil health

More than 99 percent of our food comes from the soil.* Soil conservation practices, including planting cover crops, rotating diverse crops and reducing tillage can improve soil health.

Research and investments

Through 2018, General Mills has invested more than US\$4 million in initiatives to advance soil health on U.S. agricultural lands.

Soil health roadmap: In November 2016, General Mills and TNC unveiled *ReThink Soil: A Roadmap to Soil Health*, which makes the case for better soil health management practices on U.S. working lands in the agricultural supply chain.

Partnerships for soil health: In fiscal 2017, General Mills made a three-year, US\$2 million commitment

to TNC, the Soil Health Institute and the Soil Health Partnership to develop tools and resources to help farmers, landowners and supply chain leaders achieve widespread adoption of soil health practices.

National Wheat Foundation: In November 2017, General Mills invested in soil health practices on U.S. agricultural farmland with a US\$735,000 grant to the National Wheat Foundation. The funds will support soil health research on wheat farms and educational outreach to more than 125,000 wheat farmers across the Northern and Southern Plains.

Perennial crop investments: In 2017, Cascadian Farm and parent company General Mills launched a project with The Land Institute to help commercialize organic Kernza, a perennial grain

with deep roots that shows promise in increasing soil health, carbon sequestration, water infiltration and biodiversity. Through fiscal 2018, General Mills has contributed US\$1 million to the Forever Green Initiative at the University of Minnesota to support efforts such as measuring the GHG mitigation potential of Kernza and improving genetics and management practices to increase and maintain yields. [Learn more.](#)

Supplier and grower partnerships

Since 2010, General Mills has worked with row crop suppliers and growers to advance progress toward our commitment to sustainably source our top 10 priority ingredients by 2020. Key collaborations include:

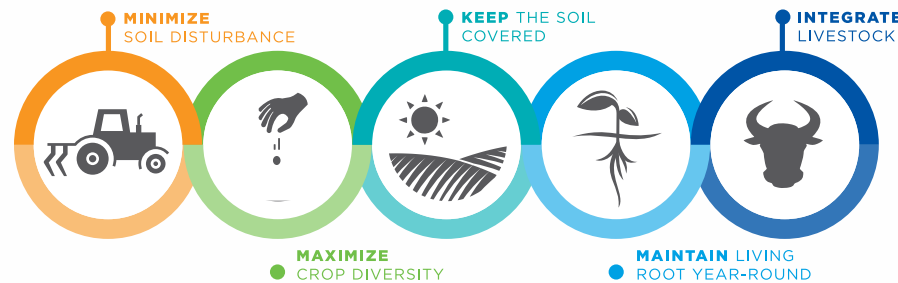
- Field to Market – We partner with Field to Market and use their Fieldprint Platform to support growers of corn, sugar beets and wheat in driving towards continuous improvement in sustainability for U.S. crops.
- National Association of Wheat Growers (NAWG) and the Soil Health Partnership (SHP) – Through our investment with NAWG and SHP and by leveraging our ongoing work with Field to Market, six demonstration farms will identify, test and measure

management practices that produce economic and environmental benefits.

■ Canadian Roundtable for Sustainable Crops (CRSC) – In Canada, where General Mills sources the majority of its oats, we use the CRSC’s Canadian Field Print Initiative platform, which is analogous to the FTM Fieldprint Calculator. We also support research with farmers and agronomists in Manitoba and Saskatchewan to better understand the soil health and emissions implications of various farming techniques.

■ Midwest Row Crop Collaborative – We participate in this organization, which accelerates use of environmentally preferable agricultural practices across the Upper Mississippi Basin, including cover cropping, low or no tillage and extended rotation.

Five principles of regenerative agriculture and soil health



*Pimentel, D. Environ Dev Sustain (2006) 8: 119. <https://doi.org/10.1007/s10668-005-1262-8>





Organic farming

General Mills is dedicated to increasing the long-term capacity of our organic supply chain and expanding organic acreage. These efforts align with our growth objectives, consumer demand and our commitment to regenerative agriculture. Our goal is to more than double our organic acreage from 120,000 acres to 250,000 acres between 2015 and 2019. Through fiscal 2018, we reached 200,000 acres.

Since 2000, General Mills has steadily grown our organic business with new products, such as *Progresso Organic Soup*, and brand acquisitions, including *Cascadian Farm*, *Muir Glen* and *Annie's*.

Supplier partnerships: Cascadian Farm is partnering with *Grain Millers*, the largest organic oat supplier in the U.S., to promote continuous improvement within organic farming. We committed US\$125,000 through 2022 to conduct soil testing, host field days, share best practices and help remove hurdles to advancing the organic movement.

In 2018, Annie's partnered with innovative Montana farmers *Casey*

Bailey and *Nate Powell-Palm* to create limited editions of two of our top items, *Elbow Pasta & Cheddar* and *Honey Bunny Grahams*, with organic ingredients grown using regenerative practices. We sourced the oats, peas and wheat for these products directly from the farmers, deepening our understanding of the farming practices behind the ingredients.

Since 2008, Annie's has partnered with *Organic Valley*, a cooperative of more than 2,000 family farmers, to provide some of our organic dairy ingredients. In 2017, we worked with Organic Valley, the Carbon Cycle Institute and the California Resource Conservation Districts to assist three farms in California in developing carbon farm plans, which can be used to help identify and implement climate-beneficial farming practices.

Industry collaboration: In 2017, we launched and hosted two meetings of the Organic & Regenerative Agriculture Transition Council, which brings together sustainable agriculture leaders, farmers and industry stakeholders to advance organic and regenerative agricultural practices.

We are a founding member of the U.S. Organic Grain Collaboration, which increases the domestic supply of organic grain by funding research, field days and other educational events. We provided support to the Prairie Organic Grain Initiative, dedicated to achieving resiliency and stability in the prairie organic sector.

Research: We support the Organic Farming Research Foundation's efforts to encourage widespread adoption of organic farming practices through research, advocacy and education.

Through Annie's, we also have long-standing relationships with the Midwest Organic and Sustainable Education Service, which helps farmers adopt and improve organic practices, and The Organic Center, which provides evidence-based research on the environmental and human health impacts of organic food and farming. In fiscal 2018, we funded research conducted by The Organic Center to explore the link between organic farming management practices and soil health outcomes.

Large-scale land conversion: In fiscal 2018, General Mills and Gunsmoke Farms LLC signed an agreement to convert 34,000 acres of conventional farmland to certified organic acreage by 2020. Located west of Pierre, South Dakota, the farm will grow certified organic wheat and other organic crops as part of a diverse rotation. General Mills will use the wheat to make Annie's pasta products, including its signature *Macaroni & Cheese*.

As part of this agreement, General Mills has partnered with Midwestern BioAg to provide on-the-ground mentorship for the farm operators to advance leading regenerative soil management practices. In addition, nearly 3,000 acres of pollinator habitat will be planted throughout the farm in partnership with the Xerces Society for Invertebrate Conservation (Xerces Society).

This type of long-term, direct contracting is unprecedented for General Mills and the industry. This agreement provides farmers and landowners a high level of security, which supports them in making a transition of this magnitude.

Scaling up our organic business



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



We reached **200,000 acres** of organic acreage through fiscal 2018.



General Mills is among the **top five** organic ingredient purchasers in the North American packaged foods sector.



We have increased the number of acres from which we source organic ingredients by **175 percent** since 2009.



We are working with Gunsmoke Farms LLC to convert **34,000 acres** of conventional farmland to organic acreage by 2020.

*Based on SPINS NOMC Dashboard data through Sept. 16, 2018.



Pollinators

Thirty-five percent of crop production worldwide relies on pollinators such as bees, birds and butterflies. Diverse native populations of bees and other insects are a sign of healthy and productive ecosystems.

Many of our products contain honey, fruits, nuts, vegetables and other ingredients that require pollination, so healthy and abundant bee populations are a priority for General Mills. We work with our suppliers and leading conservationists to conserve and expand bee habitats, and we fund research to better support the recovery of honey bees.

Since 2011, General Mills and our brands have invested more than US\$6 million to support pollinator habitat and research efforts. See chart at right for details.

Public-private partnerships: In fiscal 2017, we launched a five-year project with the USDA and the Xerces Society to protect and establish healthy pollinator habitats. General Mills is donating US\$400,000 each year, matched by the Natural Resources Conservation Service (NRCS) division of the USDA for a total of US\$4 million across the five years. These funds support eight full-time NRCS field biologists who assist growers in implementing pollinator habitats. This commitment will help to plant more than 100,000 acres of pollinator habitat through 2021.

General Mills investment in pollinators				
	FUNDING	TIMEFRAME	COMMITMENT	PROGRESS (THROUGH OCTOBER 2018)
PUBLIC-PRIVATE PARTNERSHIPS				
	\$1,250,000	FY17 - FY21	Expansion of the Xerces Society's Pollinator Conservation Program by adding eight full-time field biologists in key regions of the U.S.	Biologists provided conservation planning and technical support to 350 farms
	\$750,000		100,000 acres of pollinator habitat planted by 2021	55,000 acres of habitat planted
	\$2,000,000			
BRAND COMMITMENTS				
	\$400,000	FY14	5 miles of hedgerow and wildflower strips on supplier's 2,500-acre almond ranch	Completed
	\$15,000	FY17	20 acres of habitat on 500 acres of land owned by two organic dairy suppliers	Completed
	\$1,650,000	FY17 - FY21	3,300 acres of pollinator habitat planted by 2020	1,300 acres of habitat planted
	\$1,185,000	FY17 - FY21	Pollinator habitat support on supplier farmland	41 acres of habitat planted
OTHER GENERAL MILLS CHARITABLE CONTRIBUTIONS				
	\$370,000	FY15 - FY18	Applied research on bee health in Europe; beekeeper training; pollinator habitat expansion, including Yoplait sourcing regions	500 acres of habitat planted
	\$550,000	FY12 - FY18	Honey bee cell culture research; knowledge sharing and collaboration among pollinator researchers worldwide	Advanced research on honey bee viruses and nutritional supplements for bee health; promoted best beekeeping practices

“General Mills is the global pioneer in pollinator conservation, both in terms of the investments they’ve made and in terms of creating a model that works.” – Eric Lee-Mäder, Pollinator Program Co-Director, the Xerces Society for Invertebrate Conservation



Brand partnerships: Several of our brands (see table on prior page) have also invested in expanding and strengthening pollinator habitats in their supply chains. For example, our Yoplait business in France has developed a **strategic partnership with Observatoire Francais d'Apiculture (OFA)** to research why bees are disappearing and to help regenerate healthy bee colonies. Since 2015, in partnership with Yoplait, OFA has planted two billion flowers through the Flowers for Bees program to create pollinator habitat in France.

Research: During fiscal 2018, as part of our ongoing support of the University of Minnesota Bee Lab, the General Mills Foundation provided a US\$100,000 grant to enable scientists to address issues that impact bee health – such as

pathogens, pesticides and nutritional deficiencies – at the cell level.

Consumer education: Honey Nut Cheerios launched its Bring Back the Bees campaign in the U.S. and Canada in fiscal 2017, to raise awareness about the declining pollinator population. In a week, we distributed 1.5 billion wildflower seeds to 2.5 million households, far



△ Bring Back the Bees distributed wildflower seeds to households in the U.S. and Canada.

surpassing our goal of 200 million seeds. During fiscal 2018, we distributed seeds to 5.5 million households.

Neonicotinoid pesticides: General Mills recognizes the concern about the unique role of neonicotinoid pesticides in pollinator health decline and supports further study of this important issue as outlined in the Pollinator Research Action Plan. Consistent with our historic commitment to integrated pest management (see below), we advocate for the responsible use of neonicotinoids in our supply chain and expedited U.S. Environmental Protection Agency review.



△ Since 2011, General Mills and our brands have invested more than US\$6 million to support pollinator habitat and research efforts.

Integrated pest management

Integrated pest management (IPM) strategies – such as biological control, changing farmer behavior, and the use of resistant varieties – minimize the threat of pests and the need to use pesticides on crops. General Mills has been a leader in supporting IPM practices for decades. We fund IPM research, share results and work with our suppliers and conservation organizations to drive progress.

We collaborated with the Xerces Society, Iowa State University and the USDA's NRCS on a **project** launched in June 2015 to improve IPM practices in corn and soy systems. In fiscal 2017, the initiative concluded with

publication of the report “**Making Decisions About Neonicotinoid Seed Treatment Use in Iowa.**” This document provides guidance about which corn and soybean pests may be targeted effectively with neonicotinoid seed treatments, when scouting should occur to inform related decisions and how to scout for these early season pests.

In fiscal 2017, we received results from an analysis we commissioned from the **IPM Institute of North America** to assess the scope of IPM adoption and pesticide use throughout our North American supply chains for five major crops: corn, oats, soybeans, sugar beets

and wheat. The study determined that current levels of IPM adoption are low in corn, slightly higher in soybeans and much higher in oats, sugar beets and wheat. Reliance on pesticides ranges from very high in corn, which has multiple pests, to very low in oats.

These results inform our approach to IPM adoption across our supply chain. Through our Field to Market engagements, we help growers capture information about pesticide use, including energy used in the application of pesticides and embedded GHG emissions, and apply those findings to improve sustainability. Additionally,

we plan to have the IPM Institute present best practices at each of our North American grower sustainability engagement workshops in corn, oats, sugar beets and wheat regions.



Deforestation

We are committed to eliminating deforestation of the world's rainforests and the resulting impacts on biodiversity, endangered species and climate change.

Deforestation is a major contributor to climate change, accounting for an estimated 15 percent of greenhouse gas emissions globally. Meanwhile the production of agricultural commodities including cocoa, fiber and palm oil is often associated with a range of human rights and labor rights issues such as land tenure, forced labor and sustainable livelihoods. We are working to eliminate deforestation in our cocoa, fiber and palm oil supply chains and to better

understand and address related social risks. We are signatories to the 2014 [New York Declaration on Forests](#).

Cocoa: Since signing on to the World Cocoa Foundation's Cocoa and Forests Initiative in March 2017, we have worked closely with suppliers, NGOs and Proforest to identify strategic actions to protect and restore forests, increase sustainable production, and promote social and community engagement.

Fiber: 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. In fiscal 2018, 99.5 percent of our fiber purchases met this criteria.

Palm oil: To help ensure our palm oil purchases do not contribute to deforestation of the world's rainforests or negatively impact the communities that depend on them, we have sourced 100 percent of our palm oil from responsible and sustainable sources since fiscal 2015. See our updated [statement on responsible palm oil sourcing](#).

The [Sustainable sourcing](#) section provides more details about our efforts in each of these areas.



△ In fiscal 2018, we sourced greater than 99 percent of our fiber packaging from recycled material or from virgin wood fiber regions that do not contribute to deforestation.

» Sustainable sourcing

► **Material issues: Commodity availability; farmer livelihoods; human rights; responsible sourcing** | GRI 102-12, 13, 203-1, 2, 204-1, FP4

We focus on improving the environmental, social and economic impacts of raw material sourcing. This aligns with our core values and helps ensure availability of the ingredients we need to make our products. It also helps us meet our consumers' growing desire to understand the link between the food they purchase and its origin. Using finite resources and natural systems more efficiently is essential to feeding a growing population.

We continue to make progress toward our goal to sustainably source 100 percent of our 10 priority ingredients by 2020. In fiscal 2018, we achieved 85 percent, up from 76 percent the prior year. We continue to move our supply chain toward sustainable sourcing through origin-direct investment, continuous improvement and verification efforts with farmers and supplier partners, connected data partners and NGOs.

To drive progress toward our 2025 goal to reduce absolute GHG emissions across our full value chain by 28 percent (compared to 2010), we increasingly assess our global raw material purchasing through a climate lens.



In fiscal 2018, we sustainably sourced **85 percent** of our 10 priority ingredients.





Performance dashboard: Sustainable sourcing

Commitment: Sustainably source 100 percent of our 10 priority ingredients by 2020, representing 40 percent of our annual raw material purchases.



Progress: 85 percent of these raw materials were sustainably sourced in fiscal 2018.

Raw material/ingredient	Progress* (% of volume sustainably sourced as of May of the year noted)					Primary focus**		Strategy	Sustainability definition	
	FY14	FY15	FY16	FY17	FY18	Environmental	Social			
Cocoa	10%	28%	46%	59%	90%			 Origin-direct investment	Direct investment at origin to improve smallholder farmer livelihoods and ingredient quality	
Vanilla	45%	45%	22%	22%	32%					
Oats	35%	40%	50%	61%	90%			 Continuous improvement	Driving towards continuous improvement using industry-based environmental metrics with at least 25 percent of acres under measurement	
U.S. wheat	15%	24%	36%	61%	74%					
U.S. sugar beets	34%	47%	68%	81%	81%					
U.S. corn (dry milled)	6%	26%	33%	67%	82%					
U.S. dairy (raw fluid milk)	20%	20%	38%	83%	91%					Driving towards continuous improvement as outlined in the ICUSD's Stewardship and Sustainability Framework for U.S. Dairy***
Fiber packaging	99%	99%	99%	99%	99.5%			 Verification	Recycled material or virgin wood fiber from regions not contributing to deforestation	
Sugarcane	42%	59%	67%	58%	70%					Sourced from independently verified low-risk regions, or compliance with Bonsucro or comparable standards in high-risk regions
Palm oil****	83%	100%	100%	100%	100%					RSPO mass balanced, segregated sustainable palm or PalmTrace Credits

*Progress numbers may vary from year to year due to changes in suppliers, market conditions or improvements in data tracking methodology. All numbers calculated based on volume except fiber packaging, which is based on percent of spend sustainably sourced. Aggregate percentage is based on the percentages sustainably sourced for each ingredient, weighted by spend.

**Our efforts are focused on areas of significant challenge at the point of origin where we can have the greatest impact.

***Measured using the National Milk Producers Federation's Farmers Assuring Responsible Management (FARM) Environmental Stewardship module (formerly called FarmSmart).

****Palm oil target 100 percent by fiscal 2015.

Origin-direct investment



We rely on farmers and farming communities for our ingredients. When farmers can earn a good living and take care of the local environment, their lives are better and their communities are more stable. We invest in smallholder farmers and their communities to improve livelihoods and the sustainability and quality of our ingredients.



Cocoa

Status: 90 percent of the cocoa General Mills purchased in fiscal 2018 was sustainably sourced.*

Challenges:

- Economic viability – the ability of smallholder farmers to earn enough from the crop to support their families.
- Deforestation – due to the expansion of cocoa plantations in some areas.
- Low productivity – low yields, crop loss due to pests or disease, and degraded soil fertility.
- Child labor – helping families keep children in school.

Progress: In 2018, we expanded our work with key suppliers to provide direct support to cocoa-growing communities in West Africa.

Since January 2017, 100 percent of our powdered cocoa has been sustainably sourced. During fiscal 2018, we worked to transition nearly all of the chocolate we purchase to sustainable sourcing programs.

Collaboration: We work directly with our suppliers to address systemic challenges and enforce our [Supplier Code of Conduct](#), which prohibits forced and child labor. In addition, we are a member of the [World Cocoa Foundation \(WCF\)](#), which works with the food industry

More than 90 percent of the cocoa we purchase is grown in West Africa.

In **Côte d'Ivoire**, we partner with cocoa suppliers Barry Callebaut and Cargill to help smallholder farmers. Our support of the Cargill Cocoa Promise program with the humanitarian NGO CARE in Côte d'Ivoire benefits 10 communities. Our support of Barry Callebaut's Cocoa Horizons program helps farmers in 65 cocoa cooperatives improve productivity through training, support and financing.*

[Learn more about the impact of our NGO partnerships in Our Community.](#)



In **Ghana**, we are working with cocoa supplier Cargill and CARE in 20 communities to form village cooperatives and provide technical assistance and educational support to more than 2,300 smallholder farmers.

In **Nigeria**, participating farmer communities are provided with a comprehensive support package reflecting our vision and the [Olam Livelihood Charter](#) principles of finance, improved yields, labor practices, market access, quality, traceability, social investment and reduced environmental impact.

*Impact from General Mills funding and donations from other companies are combined for maximum impact in the Cocoa Horizons program.

to address social and environmental issues in the cocoa supply chain.

Since signing on to WCF's Cocoa and Forests Initiative in March 2017, we have worked closely with suppliers, NGOs and Proforest to identify strategic actions to protect and restore forests, increase sustainable production, and promote social and community engagement. We collaborated with those organizations to aggregate and integrate information to develop a draft General Mills action plan with intended investment and forecasted impact through 2022 for both Côte d'Ivoire and Ghana. We submitted our plan to WCF in late 2018 and aim to publish the final version in spring 2019. This initiative will also drive progress toward our [2025 GHG emissions reduction goal](#).



△ Our partnership with CARE provides smallholder farmers like Felicia education and training on good agronomic practices.

*Cocoa includes chocolate as well as cocoa powder, converted into cocoa bean equivalents. See the definition of sustainably sourced for this ingredient on page 40.



Vanilla

Status: 32 percent of the vanilla General Mills purchased in fiscal 2018 was sustainably sourced.*

Challenges:

- Economic viability – the ability of smallholder farmers to earn enough from the crop to support their families.

Progress: During fiscal 2018, we increased sustainable vanilla purchases to 32 percent despite ongoing market volatility and geopolitical instability.

We continue developing innovative opportunities in Madagascar to produce enough sustainable vanilla to achieve our commitment. During fiscal 2018, we elevated work with a key vanilla supplier, *Virgina Dare*, and the NGO Positive Planet to expand our program

to new localities and farmers. We launched a village savings and loan association with *Positive Planet* to expand farmer outreach and technical assistance, which drove increases in sustainable vanilla volumes.

Collaboration: Our key partners include our supplier *Virginia Dare* and industry group *Sustainable Vanilla Initiative*.

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

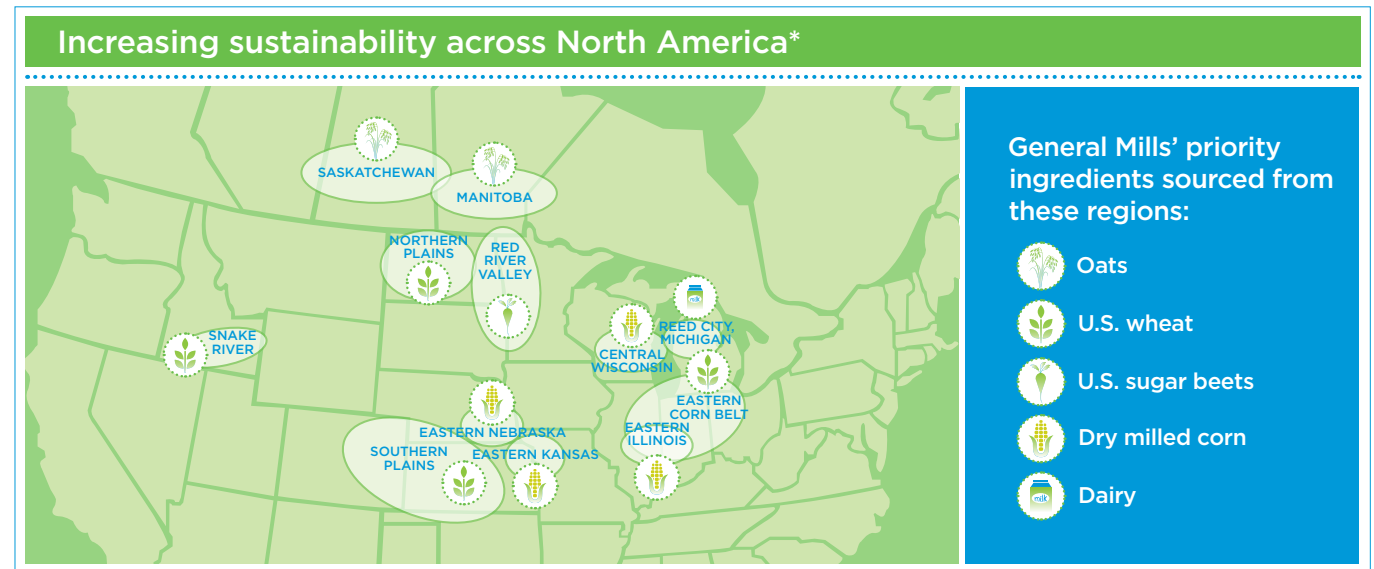


Continuous improvement



Row crops and dairy are among the most resource intensive of our 10 priority ingredients. To source these raw materials sustainably, we measure year-on-year progress in field-level resource efficiency and drive continuous improvement over time with farmers in our supply chain.

Strategy: We partner with farmers in our key sourcing regions using frameworks developed by *Field to Market* and the *Innovation Center for U.S. Dairy* and the *Canadian Field Print Initiative*. For U.S. row crops, we collaborate with third parties such as *Agrible* and *Syngenta*, which integrate *Field to Market's* sustainability metrics into their farm management software platforms to streamline data collection. For U.S. raw fluid milk, our dairy partners deploy the *National Milk Producers Federation's Farmers Assuring Responsible Management (FARM) Environmental Stewardship* module (formerly called *FarmSmart*) to measure and track farm sustainability. The data is evaluated against key environmental indicators to establish a natural resource efficiency baseline for each grower. We then hold workshops and collaborate with local, trusted agronomists and other experts to identify and implement



*Map represents main areas of sourcing; is not comprehensive.

continuous improvement practices. See page 44 of the [General Mills 2017 Global Responsibility Report](#) for a graphic illustrating our annual grower engagement cycle.

Progress: During fiscal 2018, we continued to elevate sustainability as central to our global sourcing strategy. We launched engagements in new regions and brought

on new supplier partners to advance progress.

Since 2010, we have worked with more than 275 growers to collect data on a cumulative total of over 1,311,000 acres.

*See the definition of sustainably sourced for this ingredient on page 40.



Oats

Status: 90 percent of the oats General Mills purchased in fiscal 2018 was sustainably sourced.*

Challenges:

- Climate change – reduce GHG emissions across the supply chain.
- Soil quality – improve soil health.

- Water quality – address water quality issues related to agriculture.
- Oat supply – decreased oat production.

Grower engagements:

- Paterson Grain in Manitoba and North Dakota
- Exceed Grain Marketing, Richardson, Shark Ag Consulting, and Viterra in Saskatchewan

Progress:

- Through fiscal 2018, we have collected data on a cumulative total

of over 117,000 acres in Manitoba, Saskatchewan, and North Dakota. We expanded on-the-ground sustainability programs to measure natural resource efficiency against key environmental indicators.

In fiscal 2018:

- In collaboration with our suppliers and data partners, we brought together 76 farmers to review environmental footprints and identify continuous improvement opportunities.

- We expanded to western Manitoba and North Dakota with key supplier partner Paterson Grain and collaborated on oat agronomic research at Paterson's research farm in Winnipeg.
- In Saskatchewan, we launched soil health research with local agronomic advisor Shark Ag Consulting. We compared soil health across several cropping systems to better understand outcomes resulting from key management practices.



Wheat

Status: 74 percent of the U.S. wheat General Mills purchased in fiscal 2018 was sustainably sourced.*

Challenges:

- Climate change – reduce GHG emissions across the supply chain.
- Soil quality – improve soil health.
- Water quality – address water quality issues related to agriculture.

Grower engagements:

- Thresher Artisan Wheat in the Snake River region
- ADM in the Northern Plains, Southern Plains and Eastern Corn Belt regions

Progress:

- Through fiscal 2018, we have collected data on a cumulative total of over 932,000 acres using on-the-ground sustainability programs to measure natural resource efficiency against key environmental indicators.

In fiscal 2018:

- In collaboration with our suppliers and data partners, we brought together 197 farmers to review environmental footprints and identify continuous improvement opportunities.
- In the Northern Plains region, all growers reported using at least one conservation practice to manage erosion, improve water quality or preserve soil moisture.

- In the Snake River region, 65 percent of growers reported using three or more conservation practices such as managing ground cover and service residue, split application of fertilizer, and integrated pest management techniques.
- The Southern Plains engagement with ADM and Agrible (recently acquired by Nutrien) was recognized as the Field to Market Collaboration of the Year at the 2018 Sustainable Agriculture Summit.



Sugar beets

Status: 81 percent of the U.S. beet sugar General Mills purchased in fiscal 2018 was sustainably sourced.*

Challenges:

- Climate change – reduce GHG emissions across the supply chain.
- Soil quality – improve soil health.
- Water quality – address water quality issues related to agriculture.

Grower engagement:

- Amalgamated Sugar in the Snake River Valley region
- American Crystal Sugar in the Red River Valley region
- Michigan Sugar in Michigan
- Western Sugar in the Mountain West

Progress:

- Through fiscal 2018, we have collected data on a cumulative total of over 151,000 acres using on-the-ground sustainability programs to measure

natural resource efficiency against key environmental indicators.

In fiscal 2018:

- In collaboration with our suppliers and data partners, we brought together more than 40 farmers to review environmental footprints and identify continuous improvement opportunities.
- We expanded to include three additional sugar beet cooperatives and had active engagement from all suppliers.

- 53 percent of sugar beet fields in the Red River Valley engagement implemented conservation practices such as cover crops, grass waterways, field borders, filter strips or contour strip cropping.
- Growers participating in the Red River Valley engagement demonstrated a 19 percent higher yield compared to the regional benchmark.

*See the definition of sustainably sourced for this ingredient on page 40.



Corn

Status: 82 percent of the U.S. dry milled corn General Mills purchased in fiscal 2018 was sustainably sourced.*

Challenges:

- Climate change – Reduce GHG emissions across the supply chain.
- Soil quality – improve soil health.

- Water quality – address water quality issues related to agriculture.

Grower engagements:

- Didion in South Central Wisconsin
- Bunge in Illinois, Kansas and Nebraska
- ADM in East Central Illinois

Progress:

- Through fiscal 2018, we have collected data on a cumulative total of over 112,000 acres using on-the-ground

sustainability programs to measure natural resource efficiency against key environmental indicators.

In fiscal 2018:

- In collaboration with our suppliers and data partners, we brought together 20 farmers to review environmental footprints and identify continuous improvement opportunities.

- 60 percent of cornfields in the Wisconsin engagement used conservation tillage practices and managed soil erosion 79 percent more efficiently than the regional benchmark.
- More than 9,200 acres benefited from a combination of conservation practices such as grass waterways, field borders and conservation cover.



Dairy

Status: 91 percent of the raw fluid milk General Mills purchased in the U.S. in fiscal 2018 was sustainably sourced.*

Challenges:

- Climate change – reduce GHG emissions across the supply chain.
- Water quality – address water quality issues related to agriculture.

- Animal welfare – address animal care issues, such as dehorning.

Producer engagements:

- Suppliers to our Reed City, Michigan, yogurt facility.

Progress:

- Through fiscal 2018, U.S. milk producers have used the FARM Environmental Stewardship module to collect data and calculate the sustainability impact from farm to production

facility of all directly sourced raw fluid milk for our Reed City facility.

In fiscal 2018:

- In collaboration with our suppliers and participating dairies, we reviewed environmental footprints and best practices, and discussed advancing continuous improvement opportunities related to feed production, milk production and manure management.

The majority of our directly sourced raw milk comes from the U.S.



Verification



We continue to increase the sustainability of fiber packaging, sugarcane and palm oil by working across the industry to improve practices, and we validate progress by using verification in high-risk regions.



Fiber packaging

Status: Greater than 99 percent of the fiber packaging General Mills purchased in fiscal 2018 was sustainably sourced.*

Challenges:

- Deforestation – in some parts of the supply chain caused by sourcing fiber for packaging.

Strategy: Ninety-nine percent of our fiber packaging 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. The remaining one percent is sourced from countries considered at high risk, including China. We follow [pulp, paper and packaging sourcing guidelines](#) developed by the Consumer Goods Forum.

Progress: In fiscal 2018, we assessed suppliers in China to better understand certifications in use and confirmed that our fiber purchased from China is only sourced from suppliers that have FSC Mix certification or better.

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



*See the definition of sustainably sourced for this ingredient on page 40.



Sugarcane

Status: 70 percent of the sugarcane General Mills purchased in fiscal 2018 was sustainably sourced.*

Challenges:

- Labor rights – including child and forced labor, and working conditions related to worker health, safety and hours.
- Visibility – improve lack of visibility to origin of purchased sugarcane.
- Water quality – address water quality issues related to agriculture.

Strategy: More than half of the sugarcane we purchase globally is grown in low-risk countries, such as the U.S. and Australia. We continue to leverage our **Bonsucro** membership and the organization’s Production Standard, plus related credits to help farmers and mills in our supply chain measure and increase productivity while reducing key environmental and social impacts.

Progress: In fiscal 2018, 70 percent of the sugarcane we purchased was sustainably sourced, up from 58 percent the prior year. This reflects an increase in Bonsucro credit

purchases in regions where certified sugarcane is not available at volume.

During the year, we continued working with Proforest to map our sugarcane supply chain and improve transparency to origin. We also started evaluating impact investment opportunities through Bonsucro and other collaboratives to support sustainable practices development in key sourcing regions. As part of our work with Bonsucro, we encourage suppliers to conduct benchmarking and gap analyses as the first step toward verification. Our major sugarcane

suppliers include Cargill, American Sugar Refining, United and Imperial.

The majority of the sugarcane we purchase comes from the Western Hemisphere.



Palm oil

Status: 100 percent of the palm oil General Mills purchased in fiscal 2018 was sustainably sourced.*

Challenges:

- Deforestation – palm plantation expansion harms rainforests, biodiversity, endangered species and the environment.
- Indigenous rights – irresponsible practices can threaten the rights of indigenous peoples.

Strategy: Although General Mills is a relatively minor user of palm oil, our purchasing practices can help move the industry forward. We are dedicated to sourcing palm oil in a socially and environmentally responsible manner. 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 with the principle of free,

prior and informed consent. As part of our concern about deforestation in palm oil growing regions, we supplement our initial commitment with our **statement on responsible palm oil sourcing**, which was strengthened significantly in 2018.

Progress: In fiscal 2015, we met our commitment to source all palm oil through sustainable purchases that meet RSPO standards, and we have maintained that performance through fiscal 2018. We have continued to shift toward mass balance and segregated palm oil – accounting for 98 percent of our purchases in 2018 – and away from certificates. In cases where certificates are needed, we are aligned with and using the industry standard of **PalmTrace**.

Traceability: In 2018, we continued working with Proforest to trace our palm oil supply chain, identify sustainability risks and ensure responsible and sustainable sourcing. At the end of 2018, 99 percent of our palm oil volume was categorized as traceable to the extraction mill – among the best in our industry.

Click [here](#) for a list of our current global direct palm oil suppliers. The most recent list of mills supplying our direct suppliers can be found [here](#) and [here](#) and will be updated periodically. We are driving toward increased public transparency regarding upstream supply and now expect all of our palm oil suppliers to follow a similar practice.

Hurdles remain in the palm oil supply chain. If an audit or other highly credible source reveals or confirms that a supplier is seriously violating the stated principles of our policy, and if that supplier does not acknowledge and

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



immediately remediate the concern, General Mills will suspend or eliminate palm oil purchases from that vendor.

Purchasing of RSPO certified volumes (metric tons)

	CY2016*	CY2017	CY2018
Mass balance volume	56,970	76,000	76,923
Segregated volume	11,550	6,140	902
RSPO PalmTrace Credits**	6,600	3,740	153
Total	75,120	85,880	77,978

*Calendar year

**Formerly known as Green Palm Credits

*See the definition of sustainably sourced for this ingredient on page 40.



» Responsible sourcing

► Material issues: Animal welfare; commodity availability; human rights; responsible sourcing | GRI 102 12-13, 40, 42-44, FP11-12

Supplier responsibility

Our supplier base is large, complex and global, with thousands of suppliers in more than 25 countries. We address responsible sourcing issues through a multifaceted approach, including supplier assessments, audits, and direct engagement.

Our [Supplier Code of Conduct](#), the backbone of our program, outlines our expectations. It covers four pillars of responsible sourcing: human rights, health and safety, the environment and business integrity. We include the Code in purchase orders, contracts and ongoing interactions with suppliers to drive adoption and continual improvement throughout our supplier base.

Owned locations and co-packers:

Since 2009, third-party firms have conducted independent audits of our owned locations and co-packers, which cover human rights, health and safety, the environment and business integrity. (These are separate from food safety audits.) In fiscal 2018, we transitioned co-packers to the Sedex Members Ethical Trade Audit (SMETA) protocol. This framework is widely recognized by companies in the food sector, which enables suppliers to share audit results with customers and improve efficiency. Another benefit is that remediation of identified non-compliances will be managed and independently verified by a third-party. By fiscal 2020, our co-packers will follow the same overall audit process as our Tier 1 suppliers.

We require corrective action plans and resolution for any identified non-compliances. In fiscal 2018, 67 of our owned locations and co-packers were audited, representing about 28 percent of the total, compared to 62 locations the prior year. Assessment frequency is based on each site's performance in past audits.

When significant issues arise in audits, a Critical Finding Alert email is issued to key General Mills team members, including regional leadership, division counsel and subject matter experts. This group gathers to review the relationship with the facility, discuss findings and determine next steps. Regular progress review meetings occur until the issue is resolved.

Tier 1 suppliers: During fiscal 2017, we worked with Bureau Veritas (BV) to expand and elevate our responsible sourcing program in our Tier 1 supplier base. After conducting a high-level risk assessment and segmentation of 2,300 Tier 1 direct supplier* facilities worldwide, we identified about 1,200 facilities that have inherent risk, based on environmental, social and governance factors. We also assessed suppliers that provide raw materials or ingredients covered by our sustainable sourcing goals, as well as natural and organic products. During fiscal 2018, we began inviting facilities globally to participate in our responsible sourcing program.

We require facilities identified as having inherent risk to complete a self-assessment

Audit results in fiscal 2018				
Type of location	Number of audits	Locations with non-compliances	% resolved*	% in process*
Owned locations	20 (6 North America, 14 international)	12	100%	0%
Co-packers	47 (26 North America, 21 international)	31	84%	16%
Tier 1 suppliers	53 (38 North America, 15 international)	51	89%	11%

*As of November 2018. Represents percentage of locations with all non-compliances resolved (fourth column) and percentage of locations with resolution underway (fifth column).

and provide supporting documentation on policies, procedures and previous audits, when available. Depending on the results, some facilities are required to undergo an onsite third-party audit, based on the SMETA protocol, covering human rights, health and safety, the environment and business integrity. These facilities develop corrective action plans to address identified non-compliances. During fiscal 2018, 196 Tier 1 supplier facilities completed self-assessments and 53 underwent third-party audits.

Governance and integration: Our supply chain and sourcing executive leadership teams have accountability for our responsible sourcing programs. These teams meet at least twice a year to review progress. We also have a dedicated responsible sourcing manager who oversees our work in this area.

We are integrating supplier responsibility into our global sourcing standards and processes. As of fiscal 2019, all General Mills buyers:

- Include a standardized supplier responsibility review in their category strategies.
- Evaluate the risk of prospective suppliers, using due diligence guidance.
- Include language in contracts related to social and environmental performance, if appropriate.
- Meet with strategic suppliers twice a year to discuss progress and provide feedback using a performance scorecard, which includes responsible sourcing. Continual improvement is required.

To ensure alignment across the function, all sourcing employees complete online learning on our Supplier Code of Conduct. In 2018, we also trained more than 190 supply chain employees on our responsible sourcing, supplier diversity and sustainable sourcing programs as part of formal onboarding for all new global sourcing employees.

*Direct suppliers provide ingredients or commodities used in our food products or packaging. Indirect suppliers provide products or services such as office supplies, telecommunications and travel that support our business more generally.

Supplier diversity

General Mills is committed to establishing and growing relationships with certified diverse suppliers.* This provides opportunity to underrepresented groups, while fostering job creation and economic development. These efforts also support our company by delivering innovation, agility, cost savings and market insights about our increasingly diverse consumers.

The Supplier Diversity team, which is embedded in our global sourcing organization, builds partnerships across the company to match diverse suppliers with business needs and opportunities. The team integrates supplier diversity into the standard sourcing process, trains all sourcing buyers in this area and provides tools to advance the

program. Sourcing product category managers incorporate diversity into their strategic plans to drive progress and share results with sourcing leadership.

We are active members in national and regional advocacy organizations, such as the [National Minority Supplier Development Council \(NMSDC\)](#), [North Central Minority Supplier Development Council \(NCMSDC\)](#), [Women's Business Enterprise National Council \(WBENC\)](#), [Women's Business Development Center \(WBDC\)](#), and the [National LGBTQ Chamber of Commerce \(NGLCC\)](#). Through these organizations and other industry groups, we benchmark, share best practices and network with prospective diverse suppliers.

Spending with diverse suppliers in North America decreased between fiscal 2016 and fiscal 2018, due to declining volumes and supplier consolidation.

General Mills' spending with diverse suppliers in North America* (US\$ million)			
	FY2016	FY2017	FY2018
Minority-owned businesses	\$359.6	\$313.0	\$248.8
Women-owned businesses	\$162.8	\$89.7	\$97.0
Veteran-owned businesses	\$12.0	\$11.5	\$12.7
LGBTQ-owned businesses	\$0.3	\$0.0	\$0.3
Total	\$534.7	\$414.2	\$358.8
Total (% of spending with suppliers)	6.1%	4.9%	4.3%

*Although some suppliers are certified in multiple categories of diversity, spending with those businesses is included in only one category in this table.

Animal welfare

General Mills is primarily a plant-based food company, with large businesses such as Cheerios and Nature Valley. We also use some animal-derived products and have long worked to support the humane treatment of animals in agriculture. The foundation of our [Animal Welfare Policy](#) is support for the internationally recognized "five freedoms" for all animals across our global supply chain. We routinely engage with key stakeholders focused on animal health and welfare and participate in industry initiatives that advance livestock production. These efforts and commitments demonstrate our values and align closely with consumer expectations.

Chickens: Eggs are an important ingredient in ice cream, baked goods and doughs, and we strive to ensure that the hens laying them are treated humanely. Our commitment is to purchase only 100 percent cage free eggs for our operations globally by 2025. In 2018, 40 percent of our eggs purchased worldwide were cage free.

General Mills will work to transition 100 percent of the broiler chickens we buy in the U.S. to meet a [higher standard](#) of animal welfare by 2024. Also by that year, we will use only breeds accepted by the [Global Animal Partnership](#) or the [Royal Society for the Prevention](#)

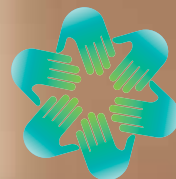
[of Cruelty to Animals](#) and processed using multi-step, controlled atmospheric stunning. We will ask suppliers to demonstrate compliance through certification or third-party auditing.

Cows: General Mills encourages all suppliers in our dairy supply chain to support industrywide efforts that promote the humane treatment of cattle, including by addressing issues of pain relief due to dehorning, tail docking and castration. We support polled genetics breeding programs, an approach that has worked in the beef industry. Until dehorning is eliminated, we support best management practices

such as procedure timing and use of analgesics and/or anesthetics.

Pigs: General Mills supports the humane treatment of pigs in our supply chain. This includes the development and implementation of pregnant sow housing alternatives, which we recognize will take the industry time to achieve. In the meantime, we will favor suppliers that provide plans to create traceability and to end use of gestation crates within the U.S. pork supply chain. We're also working to understand and address the issue of pain relief and potential elimination of castration and tail docking.

*Businesses owned by minorities, women, veterans, and disabled, lesbian, gay, bisexual and transgender individuals.



Our Workplace

Our goal is to foster a safe, inclusive and rewarding workplace where all employees can thrive.

IN THIS SECTION

Workplace safety

Ethics and compliance

Global inclusion

Employee engagement and development

9%↓

We reduced our global total injury rate to **0.77 injuries per 100 employees** in fiscal 2018, down from 0.85 in 2017. Our ultimate goal is zero injuries and illnesses.

49%

Forty percent of company officer positions and **49 percent** of professional positions are held by women globally.

90%

Ninety percent of leaders feel Engaging Leader training will positively affect business results.



Our approach

At General Mills, it's all about our people. We're proud of our efforts to create a safe and inclusive workplace whether you're at a Cheerios plant, a meeting at headquarters or out in the sales field. And because people are our greatest resource in building our business and upholding our values, we invest in them at every life stage – within and beyond our office walls.

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 employs a Director of Diversity and Inclusion; a Director of Global Health Services; 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.



Awards

General Mills received numerous awards in 2018. Listed below is some of the recognition, illustrating our commitment to being an employer of choice for all employees.

- Global 2000: World's Best Employers (No. 104), *Forbes*
- Top Employer (China)
- 100 Most Just Companies (No. 1 in industry), *Forbes/ JUST Capital*
- Citizens Awards for Best Community Improvement Program, U.S. Chamber of Commerce Foundation of Corporate Citizenship Center
- 100 Best Corporate Citizens (No. 1 in industry), *Corporate Responsibility*
- 100 Best Companies, Working Mother Media
- Best Companies for Multicultural Women, Working Mother Media
- Top Companies for Executive Women: National Association for Female Executives, Working Mother Media
- Best Places to Work for LGBTQ Equality, Human Rights Campaign
- 50 Best Companies for Diversity, Black Enterprise
- Military Friendly Employer, Viqtory
- Most Reputable Companies in the United States (No. 11), Reputation Institute's US RepTrak®
- Harris Poll Reputation Quotient® Rankings (No. 30)
- The 25 Most Loved Brands Overall (Pillsbury No. 3, Betty Crocker No. 8, General Mills No. 24), Morning Consult

Workplace safety

► Material issue: Employee health, safety and well-being | GRI 403-1, 2, 4

Our approach

General Mills is committed to creating a Zero-Loss Culture in all our locations by continually mitigating workplace hazards and reducing environmental impacts.

Our goal: Our goal is to provide incident-free workplaces for our employees, contractors and visitors. Our actions are guided by three safety principles:

- We lead with safety.
- Every incident is preventable.
- We are all accountable.

Our progress

Historically, General Mills has a strong record of safety leadership. We continue to improve the safety of our operations:*

- We reduced our global total injury rate to 0.77 injuries per 100

employees in fiscal 2018, down from 0.85 in 2017. Our ultimate goal is zero injuries and illnesses.

- Our global lost-time injury frequency rate was 0.38 per 100 employees in fiscal 2018.

Results were due to increased engagement and rigor around our foundational safety processes.

We gathered safety data from 202 tracked locations in fiscal 2018, 54 of which are production facilities and Innovation, Technology and Quality centers. Those 54 locations were the main focus of our safety improvement work. Safety highlights from those locations in fiscal 2018 include:

- 11 locations operated injury-free.
- 21 locations had a total injury rate (TIR) below 1.0.

- 16 locations had zero lost-time accidents due to injuries.

We continued reinforcing our safety systems, training and auditing programs in fiscal 2018:

- Standards – We developed and published additional advanced safety standards to support our global Environmental and Safety Management System (ESMS).
- Measurement – Our Global Safety Tracking and Environmental Management System (GSTEMS) is now fully configured and capable of sharing enterprise-wide information across all regions.
- Training – We began the process of training regional site professionals on the safety aspects of our global work system.

- Auditing – We continued expansion of our enterprise-wide auditing capabilities for safety and environment under our Zero-Loss Culture strategy.

Systems

We communicate safety information and measure progress using the following systems:

- We continue the process of phasing in a single, standardized ESMS at our supply chain locations. Our focus includes applying our Zero-Loss Culture strategy to our foundational health and safety standards to obtain uniform compliance and reduce risk worldwide.
- ◆ Through GSTEMS, we track safety data at all production facilities worldwide, document necessary actions to reduce future risks and communicate

*Global incident data includes all General Mills owned/operated facilities, including Yoki and Yoplait International, Häagen-Dazs shops and global offices.



progress. Using GSTEMS, we monitor key measures such as:

- ◆ Leading safety indicators, including compliance with internal standards, regulatory compliance and our safety observation contact rate – the percentage of employees whose safety behaviors are observed in a given time period so coaching can be provided to help employees work safely.

- ◆ Advanced mitigations, which are critical to eliminating hazards and permanently mitigating risks across the company.

Leadership and responsibility

- Our Global Safety Governance Board (GSGB), composed of regional operating vice presidents,

oversees safety leadership, structure, processes and actions.

- 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. Our Corporate Safety Council is led by our Chairman and Chief Executive Officer, who is responsible for General Mills' policy and safety

culture. The council, which includes key members of the company's executive leadership team, reviews safety progress and key initiatives.

- Workplace health and safety is the responsibility of line management and each individual employee. All employees are expected to work safely by following policies, procedures and training.

» Ethics and compliance ▶ Material issue | GRI 102-16, 17, 205-1, 2

Our approach

General Mills is committed to conducting business in an ethical manner that upholds best practices, complies with regulations, demonstrates integrity, provides equal opportunity and supports fair labor practices.

Our comprehensive [Code of Conduct](#) and Ethics & Compliance program promote ethical behavior in all aspects of our employees' work. Our Code of Conduct describes the principles that govern our business conduct, and points employees to policies and other resources to answer their questions.

Annually, our company leaders – from managers upward, nearly 10,000 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.

Program

Ethics and compliance: Our Ethics & Compliance program supports our

value of doing the right thing all the time; employees are encouraged to speak up if something doesn't seem right or if they have questions about doing the right thing. The program includes extensive online resources and self-directed courses. Our courses and communications illustrate how our Code of Conduct and employee policies apply to our employees' day-to-day responsibilities. Our [Ethics & Compliance website](#) provides access to program resources – available in 10 languages – and employee policies are available in our Global Policy Center.

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 online at generalmillsethics.ethicspoint.com.

Anti-corruption: 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. We also screen higher-risk third parties for corruption risk. Internally, our anti-corruption program includes an anti-corruption/anti-bribery policy and online and live training modules for employees. In addition, we ask detailed questions related to corruption risk during each routine, in-depth business unit audit conducted by our Global Internal Audit team. Along with our anti-corruption assessments, we continually assess regulatory requirements, enforcement trends and industry best practices to update our Ethics & 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, protecting confidential information, preventing fraud and maintaining a respectful workplace.

More than 13,000 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 ensures appropriate disciplinary actions (including termination of third-party relationships), remediation steps and internal/external reporting.

Equal opportunity

We believe every General Mills employee has the right to be treated fairly and deserves the opportunity to stretch and grow throughout their career.



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: 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. 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, and 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.

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; offer competitive rewards; and implement clear health and

safety practices. 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 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.

» Global inclusion ▶ Material issue: Diversity and inclusion | GRI 405-1

Our approach

Our goal: Our goal is to foster a culture of inclusion that allows all our employees to thrive. Ensuring diversity of input and perspectives is core to our business strategy. We actively cultivate a culture that acknowledges, respects and values all dimensions of diversity – including gender, race, sexual orientation, values, backgrounds and beliefs.

Our strategy: In August 2018, we adopted a new global inclusion strategy to enable greater levels of engagement with our employees around the world and drive growth with consumers and customers. This holistic approach to inclusion in all its forms is a driving force for how we lead, develop and grow as individuals and as a company.

Our journey to develop this global inclusion strategy included:



△ General Mills global inclusion framework

- Benchmarking to compare General Mills with other leading global companies.
- Gathering feedback from employees through interviews, focus groups, listening sessions and engagement surveys.

We are focusing on four areas that will drive growth for the company:

- Workforce inclusion – Ensure we recruit, retain, develop and advance a workforce that reflects the diversity of the consumers we serve in our markets around the world at all levels of the organization.
- Cultural inclusion – Ensure an inclusive culture that encourages all employees around the world to share their unique perspectives and ideas in a safe and respectful environment.
- Consumer inclusion – Ensure our brands and products consider the needs of an increasingly diverse consumer and customer base around the world while creating consumer messages that are respectful of that diversity.
- Societal inclusion – Ensure our external impact is inclusive of diverse communities in our markets around the world through philanthropy, volunteerism and social good.

Our progress:

- 20 percent of U.S.-based employees are people of color.*
- 49 percent of employees globally are women.*
- 40 percent of company officers globally are women.*
- Among the 12 members of our Board of Directors, five are women (42 percent) and four are ethnically diverse (33 percent).**

To publicly reaffirm our commitment, in 2018 General Mills Chairman and CEO Jeff Harmening signed the [CEO Action for Diversity and Inclusion](#) pledge to take measurable action in advancing diversity and inclusion in the workplace.

*Includes professional positions (professional job band and above). Data as of Nov. 30, 2018.

**Represents board composition as of Dec. 31, 2018.



Leadership

We believe that leadership advocacy and support of our inclusion efforts are critical to creating the culture we strive to have. Each of our senior leaders is responsible for creating inclusion plans



for their respective organizations and ensuring that their talent pipelines reflect the diversity of our consumer base. Our Chief Executive Officer and Chief Human Resources Officer review inclusion progress multiple times a year,

< The General Mills Women's Leadership Network hosted a companywide event on International Women's Day in March 2018. Women from all functions and levels across the company met to discuss a variety of topics ranging from gender parity to building allies for women in the workplace. Events were held in more than 20 locations around the world. A panel of General Mills women officers, pictured here, shared insights about how they push for progress to support advancement, influence policies and benefits, and enable a culture of courage for women.

and inclusion is incorporated into our senior level talent reviews. Our senior leaders also support our inclusion efforts through their sponsorship of each of our employee networks, recruiting and mentoring diverse employees, and ensuring diverse talent is represented in our leadership pipeline.

Employee networks

Members of our six employee networks support each other and reinforce our culture of inclusion. Our employee networks include:

- Women's Leadership Network
- Asian Leader Network
- Betty's Family Network (LGBTQ)

- Veterans Network
- Black Champions Network
- Hispanic Network

These networks help employees create more personal and professional connections within our global work environment. The ability to connect with others who are focused on similar topics allows for more transparent communication between all employees, including participating leaders. Our Women's Leadership Network is the first of our networks to expand its reach with global chapters in countries such as Brazil, India and France.

Employee Network Summit

More than 600 employees gathered for the General Mills Employee Network Summit in August 2018, bringing together members across our six employee networks. Network members participated in leadership development, community building, exchanging ideas and immersion in the company's new global inclusion strategy.





» 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.





Development and training

Our approach

We respect, develop and invest in our people. We have a long history of making employee development a key priority for the company. In order to attract and retain competitively superior talent, we develop all employees. General Mills provides a range of development opportunities throughout employees' careers through:

- Hands-on experiences, including challenging work assignments and robust job rotations.
- Guidance from others, including feedback from managers, mentors and peers.
- Real-time learning resources for leaders and all employees.
- Structured learning – offered both in person and online – including onboarding for new employees, professional development for all and leadership development.

Our progress

- In 2018, we expanded the Engaging Leader initiative to advance leader learning, development and engagement across the company. (See story for more details.)
- Through the Engaging Leader initiative, 4,000 leaders committed to improving two behaviors, leading to the potential for 76,000 change impressions for employees around the world.

- Ninety percent of leaders feel Engaging Leader training will positively affect business results.
- We launched GoLearn, our new employee and leader development site that provides a single point of access for all learning and development resources, including employee professional development, leader development, functional training and companywide topics. The site provides real-time access to content on key topics in six languages. During the first 100 days that the site was available, more than 50 percent of our salaried employees accessed the GoLearn site, resulting in over 45,000 learning impressions.
- We expanded our development programs for new leaders to ensure consistency around the world and a cohort experience for new leaders to learn together and interact as they grow. This multi-session, real-time learning experience has been completed by more than 400 new managers around the world.



Performance management and rewards

Performance management

Each year, approximately 14,000 General Mills employees globally participate in our performance management process. The process includes setting priorities, frequent check-ins and feedback, and a formal performance evaluation process. Employees also create individual development plans as part of the process, further helping to facilitate and encourage professional development and growth.



△ General Mills performance management process

Recognition

Our Champions Award celebrates outstanding achievements and leadership by individuals and teams at General Mills. Since the late 1980s, we have been recognizing award recipients who have overcome obstacles with determination and persevered to deliver significant results for our business, our employees and our communities. Based on our Champions Award criteria, employees are able to nominate colleagues who exemplify our core values: play to win; win as a team; act boldly and move quickly; grow and inspire; and do the right thing all the time. In 2018, we added Engaging Leader behaviors to the criteria. Seventy Champions Award winners were selected in 2018.



Expanded employee benefits

At General Mills, we put people first – and that starts with our employees. In a work environment that spans five generations, everyone values different things. We've spent a lot of time talking with employees and asking questions about their pain points and what contributes to feeling torn between work and home. As a result, in August 2018 we announced expanded employee benefits beginning in fiscal 2019 for every life stage, including:

- Enhanced maternal leave and parental leave for fathers, partners and adoptive parents.
- New caregiver leave, improved bereavement leave and short-term disability benefits.
- Expanded benefits eligibility to include domestic partners.

Leave for all life stages



2-week paid caregiver leave



Up to 4 weeks bereavement leave



100% paid short-term disability (up to 8 weeks) and 65% paid (up to 26 weeks) for all employees

Employee well-being

Our approach

We believe that providing wellness opportunities for our employees and their families is crucial to upholding our company values.

Our progress

In April 2018, we launched our new My Well-being program in the U.S. that takes a holistic approach and supports many aspects of well-being. A sampling of our programs includes:

- Physical – We encourage good nutrition, offer employees healthy

dining choices and programs at our facilities, and provide opportunities to increase physical activity.

- Emotional – Our LifeWorks Employee Assistance program helps build resiliency through counseling, emotional support and referrals for U.S. employees and their families. In 2018, we added a digital sleep program focused on helping those with troubled sleep get the resources and care they need. In 2019, we are changing the way we approach mental health: We've started by

adding digital ways to engage with counseling, support and resources to help reduce barriers and start breaking the stigma. Many locations also offer stress and resilience programs.

- Financial – We support the financial well-being of our employees by providing them with competitive programs, resources, salaries and benefits. [Learn more](#). We also have financial wellness tools and resources that allow employees and families to get on track toward their short- and long-term financial goals.

- Career – We support our employees' career development with numerous opportunities for personal and professional growth, as well as resources to promote work/life balance. [Learn more](#).

- Social/community – We help connect employees with community-based programs where they can volunteer, receive support and strengthen connections. [Learn more](#) about our community engagement programs in the [Our Community](#) section of this report.



Our Community

Our aim is to build strong, resilient and sustainable communities.

IN THIS SECTION

Food security and hunger

Sustainable agriculture

Hometown communities

\$102 million

We gave **US\$102 million** to charitable causes in fiscal 2018, including General Mills Foundation grants, corporate contributions and food donations.

29 million

Our food donations enabled **29 million meals** for food-insecure people across the world in 2018.

83%

83 percent of our employees worldwide volunteered in their communities.

Our approach

General Mills' philanthropy is aimed at supporting flourishing communities and a thriving planet and ties closely to our company's purpose, core business and food systems knowledge. We partner in innovative ways with nonprofits to harness our collective impact in key areas, while engaging employees through volunteerism. In short, we work to harness the power of food for good.



WATCH VIDEO

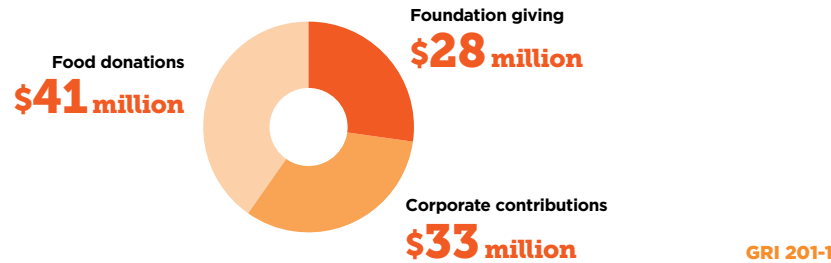
△ See how General Mills uses food as a force for good.

Leadership and governance: General Mills' philanthropy and community engagement programs are led by the Executive Director of the General Mills Foundation with support from program officers. The Foundation staff includes experienced specialists who lead and steward the company's philanthropy. In addition, employee councils located across our key global operating communities assist with local grant-making by helping to identify and recommend nonprofits to be considered for grants. The Foundation is governed by a Board of Trustees and Corporate Contributions Committee that includes the company's CEO and leaders from human resources, finance, legal, R&D and sales functions.


Fiscal 2018 corporate giving


\$102 million


The amount we gave to charitable causes in fiscal 2018



Global focus areas:

 **Increasing food security**
- expanding food access for families, alleviating hunger in communities.

 **Advancing sustainable agriculture** - empowering growers, protecting habitat and conserving natural resources.

 **Strengthening hometown communities** - making meaningful impact in the communities where our employees live and work.

Targeted impact: To ensure General Mills' giving is well informed and making a meaningful difference by strategically

advancing solutions in our priority issue areas, we use an outcomes-based philanthropic approach. Led by our Foundation program officers with input from internal and external subject matter experts, we leverage the evidence base to develop logic models and impact frameworks for each of our priority issue areas that clearly define the end outcomes (social and environmental) we are targeting; the key activities and interventions that best support those outcomes; and the key measures we will use to assess our impact and progress along the way. (See the smallholder farmers impact framework example at right.)



△ Our philanthropy work is strongly aligned with many of the United Nation's Sustainable Development Goals (SDGs), including goals 2, 12 and 13.



IMPACT FRAMEWORK SPOTLIGHT: Smallholder farmers

We develop impact frameworks for each of our priority issue areas. Our focus on sustainable agriculture includes support for smallholder farmers.

Why we invest: We invest to enhance the well-being and livelihoods of smallholder farmers in our supply chain so they have the capacity (knowledge, skills, empowerment, relationships and other resources) and resiliency necessary to achieve and sustain farm productivity and incomes that meet their families' economic and social needs.

Targeted outcomes:

- Farmers have capacity and resiliency to withstand shocks (market, climate, etc.), lowering risks to farms and families.
- Farm yield increases (land productivity and crop quality), expanding farm revenue.
- Households are food and nutrition secure.
- Farmers can develop savings and build assets.
- Community members have access to capital to start or expand ventures to improve livelihoods.
- Farmers have greater access to markets through farmer cooperatives and collectives.
- Women influence and can control household economic decisions.
- Children are enrolled in school and attend regularly.
- Children do not participate in inappropriate farm labor.

» Increasing food security ▶ Material issues: Food security; food waste | GRI 102-13, 40, 42-44, FP4

Community food systems

Our approach: We strengthen community food systems by:

- Expanding food access – Together with our nonprofit partners, we are taking aim at food deserts in and around our hometown communities to help ensure that all members of the community have affordable access to a wide range of foods.
- Supporting surplus food recovery and redistribution – General Mills supports food banks in more than 30 countries, as well as other nonprofits in our key markets globally.

Our goals:

- Leverage philanthropic partnerships to help enable 30 billion meals for hungry people by 2030.
- Eliminate food deserts and increase food access in at least four General Mills communities by 2020.
- Invest to expand the capacity of at least 20 food banks across our key global markets by 2020.

Our progress:

- Our philanthropic partners enabled 3.5 billion meals worldwide in 2018.
- Community food systems grant programs have been implemented in two hometown communities – Minneapolis, Minnesota, and Buffalo, New York – to increase food access and food equity in underserved neighborhoods.

■ Food banks in more than 30 countries were supported and strengthened by General Mills grants. Our primary food bank network partners include the [Global Foodbanking Network](#) and [Feeding America](#).



■ 2018 grants included support for new food bank networks established in China and India.

In Minneapolis we are working with the [Greater Twin Cities United Way](#) on a grants program that provides support to nonprofits focused on increasing food accessibility, variety, availability and affordability in the city's Northside neighborhoods. As of

December 2018, our community food systems grants in North Minneapolis have supported 14 projects spanning 11 nonprofit organizations, including:

- The opening of a new full-service grocery store that offers health services and food and wellness education.
- The expansion of a farmers market and food hub to enable local food growers to clean, prepare and sell fresh foods in the community year-round.
- Growth of a youth-run social enterprise that grows, prepares and sells innovative food products in their community.

In fiscal 2018, we worked with the [United Way of Buffalo and Erie County](#) to create a food systems grant program tailored with and for the Buffalo, New York community. We



△ In Buffalo, members of the Somali Bantu community cultivate culturally preferred foods at the Somali Bantu Community Farm, supported by a General Mills grant program in partnership with United Way of Buffalo and Erie County. (Credit: Lori Joyce Photography)



What is a food-secure community?

When all community members have physical, social and economic access at all times to a wide range of foods that meet their nutritional, cultural and economic needs.

announced US\$1 million in grants to 13 Buffalo-area nonprofit organizations supporting programs including:

- A new food co-op and a mobile grocery store to serve Buffalo's food desert neighborhoods.
- Expansion of urban gardens and the development of a new urban greenhouse.
- Healthy Corner-Store Initiative to increase the availability of fresh food in neighborhood corner-stores.
- Expansion of a community farm enabling refugee communities to cultivate culturally preferred foods.
- Culinary and food skills training for youth.

30 countries

General Mills grants supported and strengthened food banks in more than 30 countries.

School meals

Our approach: Knowing that schools can be one of the most powerful levers for increasing food and nutrition security among children, we work to improve and expand access to school meal programs around the world. In the U.S., Canada and U.K., our school meals work is focused on helping schools (predominantly serving children living in poverty) launch or expand breakfast programs to eliminate missing meals. In India, China and Brazil, our work is focused on strengthening school feeding programs through projects that improve the capabilities of central school kitchens and/or increase the nourishment of school meals.

Our goals:

- Enable or improve 100 million school meals for youth living in poverty by 2020.
- Empower 150 schools serving at-risk children in General Mills operating communities to add a daily school breakfast by 2020.

Our progress: Our philanthropy is connecting more children than ever before with school meals, ensuring that they are nourished and ready to learn. Our support has enabled more than 540,000 children worldwide to access a nourishing school meal daily, resulting in 116 million meals a year. Examples include:

- In the Indian states of Uttar Pradesh and Odisha, our partnership with the [World Food Programme](#) is enabling school and government officials to nutritionally fortify school meals served to 322,000 students daily (77 million meals per school year).



△ The World Food Programme supports fortified school meals for students in India. (Credit: WFP/Isheeta Sumra)

- Our support for [Instituto Melhores Dias](#) in Brazil enables nourishing school meals and holistic school-based programs. Since 2016, Instituto Melhores Dias has nourished 62,700 schoolchildren at 176 schools, established 52 school gardens, and engaged 3,772 teachers and 241 cafeteria workers with General Mills' support. Our support will enable Instituto Melhores Dias to expand programs that will nearly double their impact and reach 124,011 children at 304 schools.



△ Learn about the impact of nourishing meals provided by Instituto Melhores Dias to students in Brazil with support from General Mills.

- In the U.S., through our partnership with the [Food Research & Action Center \(FRAC\)](#), we provide school breakfast start-up grants to schools in General Mills communities that serve children from low-income households.



△ Children receive nourishing meals through Breakfast Club of Canada. (Credit: Breakfast Club of Canada)

Working in partnership with local school district leaders, principals, parent groups, anti-hunger advocacy groups and state child nutrition agencies, FRAC used funding from General Mills to help school districts add or expand school breakfast programs in 11 General Mills communities. To date, our partnership with FRAC has enabled more than 14,100 students at 93 schools in our hometown communities gain daily access to a nourishing school breakfast.



- Through our partnership with [No Kid Hungry](#), we supported a multiyear hunger relief campaign focused on expanding school breakfast programs in Florida, Michigan, Nevada, Texas, Washington and Wisconsin. As of 2018, this effort helped launch programs that connect more than 67,000 children from low-income households to daily school breakfasts.



- Breakfast Club of Canada is the leading provider of school breakfast to Canadian children in need. Since 2012, our partnership with Breakfast Club of Canada has enabled nearly 12,000 children gain daily access to a nourishing meal at school. General Mills employees also volunteer their time to serve meals with Breakfast Club of Canada. Our support will enable Breakfast Club of Canada to continue to provide nourishing school meals to children at clubs in nearly every province and raise awareness about child hunger in Canada.



116 million

The number of meals provided to more than 540,000 children worldwide in 2018 with General Mills support.

Food rescue and recovery

Our approach: We catalyze innovative nonprofit programs that expand surplus food recovery practices around the globe.

Our goals:

- Invest in food recovery networks and platforms to empower 25,000 food retailers in surplus food rescue by 2020.
- Donate General Mills' surplus food to enable 200 million meals for food-insecure people by 2020.
- Enable 10 community nonprofits in North America to expand their capacity for food recovery.

Our partners: General Mills provides philanthropic support to leading nonprofits that makes it possible for food manufacturers, grocers, restaurants, distributors, trucking companies and other



organizations to donate their surplus food so it can be distributed to people in need.

In the United States, General Mills provided a US\$1 million grant to **Feeding America** to refine and scale the **MealConnect** food recovery technology platform that gives food donors like grocery stores, restaurants and cafes a free, easy way to reduce waste and transform their surplus food into nourishing meals for food-insecure neighbors.

In the U.K., General Mills provides philanthropic support to **FareShare**, which pioneered a retail food rescue technology platform called **FareShareGO** that has recovered



△ With support from General Mills, FareShare in the U.K. last year recovered enough surplus food to help enable 30 million meals for hungry people.

29 million pounds of surplus food to date and empowered 2,974 retail locations in the U.K. with systematic food recovery capabilities, including Tesco, Asda and Waitrose stores.

Our progress:

- Our global investments in food recovery technology over the past three years have empowered more than 30,000 retailers worldwide to participate in systematic food rescue.
- In 2018, General Mills piloted with Feeding America the use of MealConnect by trucking companies in the U.S. to help them donate surplus food from loads that were rejected due to circumstances such



△ Watch this video to see how General Mills support is helping scale use of the MealConnect app to recover and redirect surplus food across the U.S.

as slightly damaged packaging. As a result of the pilot, MealConnect-Logistics has been adopted by more than 20 trucking companies.

- Through our original US\$1 million investment in MealConnect, we have enabled the recovery and redistribution of more than 1 billion pounds of surplus food.
- General Mills food donations enabled 29 million meals for food-insecure people across the world in 2018.

In addition to these food rescue and recovery programs funded through philanthropy, General Mills works across many fronts to prevent and reduce food waste. Learn more in the **Our Planet** section of this report.

4.2 billion

The number of pounds of surplus food recovered by our hunger relief partners over the past 12 months to feed hungry people (rather than going to waste).

Feeding Better Futures

As the world's population continues to rise, we know we must work together to address food security and hunger. In January 2018, General Mills launched the Feeding Better Futures Scholars Program asking young people – ages 13 to 21 – to share their innovative solutions. Five finalists were selected, each having launched successful programs to reduce hunger or improve sustainable agriculture in their communities. In June, Katie Stagliano of Charleston, South Carolina, was selected as the winner for

her work fighting hunger as founder and chief executive gardener of Katie's Krops. Launched in 2008 when Katie was nine years old, Katie's Krops empowers kids to grow vegetable gardens and donate the produce to people in need. Since then, the program has grown to 100 gardens around the country and donated thousands of pounds of fresh produce. Katie received US\$50,000 to help expand Katie's Krops, presented her ideas at the Aspen Ideas Festival and is currently being mentored by an industry leader.



△ Learn more about the General Mills Feeding Better Futures Scholars Program.



» Advancing sustainable agriculture

► **Material issues: Farmer livelihoods; biodiversity; water stewardship | GRI 203-1, 2, FP4**

Our approach: We leverage philanthropy to advance the sustainability of agriculture and support the conservation of natural resources around the world. Aligned with our company's broader sustainability goals and commitments, we philanthropically invest in NGO-led programs and initiatives that improve the well-being and resiliency of smallholder farmers, promote regenerative agricultural practices, conserve watersheds and expand pollinator habitats. We believe these actions have a vital and sustaining benefit to society and the environment, while helping to ensure food producers will be able to feed a growing world.

Our philanthropically funded work to advance sustainable agriculture complements the efforts of our company's supply chain and business teams to improve water stewardship, the health of ecosystems – including soil health, pollinators and biodiversity – and sustainable sourcing of ingredients. Learn more in the [Our Planet](#) section of this report.

Our goals: Our philanthropic goals within sustainable agriculture include:

- Improve the well-being of 30,000 people (farmers and their families) by 2030 in smallholder farming communities from which General Mills sources [cocoa](#) and [vanilla](#).
- Invest in nonprofits to support widespread adoption of [soil health](#) best practices, such as no-till farming and the use of cover crops.

- Invest in [water stewardship](#) funds and coalitions in General Mills' most at-risk watersheds.
- Support the engagement of farmers in programs to expand pollinator habitat around agricultural working lands.

Our progress:

- Smallholders – We provided support to NGO partners in Côte d'Ivoire, Ghana and Madagascar who are currently reaching more than 28,000 smallholder farmers and their family members through programs to improve farming practices, empower female farmers, establish farmer cooperatives, improve food and nutrition security, support youth education and prevent child labor. Our NGO partners in this work include [CARE](#) and [Positive Planet](#). These efforts complement the collaborative work of our business teams and suppliers described in the [Our Planet](#) section of this report.



- Soil health – Now at the midpoint of our three-year, US\$3.25 million investment in soil health, we continue to support the [Soil Health Partnership](#), [Soil Health Institute](#) and [The Nature Conservancy](#), extending the complementary investments of our business teams described in the [Our Planet](#) section. For example, the Soil Health Institute

has used our US\$1 million, 3-year grant over the past 18 months to identify the most effective measurements to assess existing soil health, monitor progress and track the environmental impact. The institute has collaborated with scientists and established more than 120 research sites across North America to evaluate the relationship between soil health indicators and changes in yield, economics, water quality and GHG emissions.



- Water stewardship – During 2018, our contributions supported water stewardship collaborations in four out of eight priority watershed regions. (See more details in the [Our Planet](#) section.) For example, we provided a US\$200,000 contribution to [Sustainable Conservation](#) to improve and advance water conservation practices on U.S. dairy and feed farms.
- Pollinators:
 - ◆ Through our five-year US\$2 million initiative (US\$1.25 million from the General Mills Foundation and US\$750,000 from Annie's) with the [Xerces Society for Invertebrate Conservation](#), we

continue to support the work of field biologist teams who are partnering with farmers to establish and expand pollinator habitats across key agricultural regions in the U.S.

- ◆ We continue to support research on bee health by the [University of Minnesota Bee Lab](#) through our US\$150,000 grant in fiscal 2018, building on US\$100,000 grants in 2017 and 2016.
- ◆ We provided US\$125,000 in fiscal 2018 to [Observatoire Français d'Apidologie \(OFA\)](#) in France to support OFA bee research, the European Beekeepers Network and pollinator habitat plantings.
- ◆ These philanthropically funded efforts complement the commitments made by our brands to support pollinator habitat. (See details in the [Our Planet](#) section.)



» Strengthening hometown communities GRI 413-1, FP4

Our approach: Just as we care about the communities where our ingredients are grown, we care about the communities our employees call home. Around the world, we make a meaningful impact in our hometown communities through employee volunteerism and community giving. Our employees are General Mills' greatest asset, and they are often leaders in their communities. Supporting local causes they are passionate about invigorates our employees and communities.

Our goal is to strengthen hometown communities by:

- Maintaining an employee volunteerism rate of 80 percent worldwide.
- Exceeding US\$2.5 billion in cumulative corporate charitable giving by 2020 to strengthen communities.
- Investing in General Mills hometown communities globally to help our local communities around the world grow and thrive.

Our progress:

- 83 percent of our employees worldwide report volunteering in their communities, sharing their time and talent in ways that serve both people and the planet.
- In fiscal 2018, we contributed more than US\$102 million in charitable giving worldwide.
- General Mills and our Foundation have provided more than US\$2.4 billion in cumulative giving to

strengthen communities since our Foundation was established in 1954.*

- We invested in over 50 global hometown communities with local grants during fiscal 2018.



△ This team of General Mills employees helped build a house with Habitat for Humanity.

Employee volunteerism

Our approach: Empower our employees to apply their skills, expertise and passion to help their community.

Our progress: General Mills employees volunteer their time and talents in more ways than ever:

- Partners in Food Solutions – More than 500 General Mills employees have served as volunteers for this international NGO, founded by General Mills a decade ago that is strengthening food security across Africa. (See story on the next page.)
- Global Volunteer Week – From prepping meal kits in Hong Kong to planting gardens in the United Kingdom, over 3,000 employees at 42 different locations in 24 countries raised their hand during

Box Tops for Education

Our approach: Box Tops for Education™ is a program operated by General Mills that provides funds for participating U.S. schools, which can be used for supplies and other priorities.

- Our progress:**
- US\$882 million provided through Box Tops for Education since the program began in 1996.
 - US\$42 million earned by U.S. schools during the 2017-2018 school year.

- 30 million households participating.
- 70,000 U.S. schools benefiting from the program.



our annual Global Volunteer Week to help strengthen our hometown communities around the world, giving a total of 6,100 volunteer hours.

- Nourishing students in Canada – Employees in Ontario prepare and serve breakfast to approximately 100 students every day of the school year at a public school in Mississauga. More than 40 employees participate – each person volunteers one hour every three weeks in groups of two or three people. In 2018, they served more than 16,400 breakfasts to hungry students, providing a nutritious start to the school day.
- Skills-based volunteerism – General Mills employees across our marketing and consumer insights functions engage in skills-based volunteerism through our GoodWorks program. These employees give back to the community by leveraging their skills to help nonprofit organizations

with marketing challenges. Since the program's inception in 2009, more than 230 volunteers have completed 51 pro bono projects through GoodWorks with rave reviews from the nonprofit organizations benefiting from their work.

- Water conservation – Employees from our Albuquerque, New Mexico, facility partnered with The Nature Conservancy to assist a local elementary school with a water



△ These General Mills employees volunteered at the University of Minnesota Bee Lab by building frames for bee hives.

*Since 1954, General Mills, Inc. and the General Mills Foundation have contributed US\$2.4 billion. This figure includes Foundation grants, Box Tops for Education™ giving, corporate contributions and the company's global food donations.

conservation project. Our volunteers helped install rainwater barrels, which have collected more than 2,500 gallons of recovered rainwater used to irrigate the school's vegetable gardens.

Disaster relief

Our approach: When disaster strikes in the communities where we operate, General Mills is ready to contribute in ways that provide relief and help these communities recover. Through financial grants and General Mills food donations, we help to ensure that our

disaster relief partners are resourced and equipped to help communities during their most urgent times of need.

Our progress: During fiscal 2018, our philanthropy in the wake of disasters included more than US\$650,000 to American Red Cross, CARE and Feeding America and nearly 500,000 pounds of donated food to support emergency relief and community recovery following hurricanes Harvey, Irma and Maria, cyclone Enawo, the California wildfires and earthquakes in Mexico. General Mills' cash and food donations

during these times help to ensure that our NGO partners are ready to help affected communities. Food banks are lifelines for communities recovering from disaster, providing immediate food access and extended support. General Mills provided post-disaster grants to help 22 food banks recover and build resiliency following the horrific natural disasters of 2017 and 2018.



△ General Mills employees presented a grant to the Houston Food Bank in the wake of Hurricane Harvey.

Partners in Food Solutions

Partners in Food Solutions (PFS) and its partner companies are committed to improving food security, nutrition and economic development in Africa. Founded by General Mills in 2008 and now an independent nonprofit organization, PFS links the technical and business expertise of volunteer employees from General Mills and other food companies with high-potential food processors and millers across nine African countries.

Partners: The work of PFS is supported by six corporate partners: General Mills, Cargill, DSM, Bühler, The Hershey Company and Ardent Mills. Collectively, these companies have nearly 700 years of food know-how and tens of thousands of employees whose expertise and wisdom can help advance the African food landscape.



PFS also works with other notable organizations like TechnoServe, funded by USAID and the Bill & Melinda Gates Foundation, and impact investors such as Root Capital and Grassroots Business Fund to support African food processors and mills.



△ In Accra, Ghana, PFS volunteers helped develop and implement a quality management system with Eden Tree, a producer of fresh fruits, vegetables and sauces sourced from 100 local farmers.

Impact: PFS results since 2008 include:

- Nearly 1,500 early-stage food companies received support and training to help improve food safety and quality and improve their businesses.
- Serving food processors and millers in nine countries: Côte d'Ivoire, Ethiopia,



△ PFS has worked with Soy Afric, a producer of soy, millet, sorghum and maize products in Nairobi, Kenya, on projects ranging from product formulation to brand redesign to investment planning.

Ghana, Kenya, Malawi, Nigeria, Tanzania, Uganda and Zambia.

- 31 percent of PFS client businesses are owned and/or managed by women.
- 94,000 hours were contributed by nearly 1,500 volunteers from six companies.



△ PFS support for Praise Exports, a producer of cooking oil, canned vegetables, cereals, seasonings and peanut butter in Accra, Ghana, includes conducting shelf-life studies and providing process engineering support.

APPENDIX

Environmental data summary (wholly owned or controlled production facilities globally)*

<i>In thousands, except rate data</i>	2010	2011	2012	2013	2014	2015	2016	2017	2018
Energy usage rate (GJ/metric ton of product) GRI 302-3	1.92	1.92	1.90	1.89	1.88	1.87	1.86	1.91	1.88
Energy usage (GJ) GRI 302-1	9,565	9,367	8,875	10,537	10,526	10,358	10,124	9,787	9,029
Direct energy usage by primary source (GJ)	5,435	5,265	4,892	5,910	5,979	5,889	5,672	5,629	5,057
Fuel oil (GJ)	85	79	81	84	52	32	35	67	55
Natural gas (GJ)	4,979	4,863	4,560	4,988	5,083	5,072	4,947	4,848	4,493
LP gas (GJ)	62	15	10	105	98	53	85	95	92
Solar panels (GJ)	0	0.30	0.44	0.43	0.44	0.42	0.47	0.52	0
Cogeneration electric (GJ)	98	91	64	64	73	59	65	18	6
Cogeneration steam (GJ)	204	188	110	142	161	162	117	91	6
Biomass (GJ)	8	29	67	527	513	511	423	458	403
Indirect energy consumption (electricity) (GJ)	4,129	4,102	3,983	4,627	4,547	4,469	4,452	4,205	3,972
International (GJ)	498	506	540	1,177	1,100	1,057	1,052	931	890
North America (GJ)	3,631	3,596	3,444	3,450	3,447	3,412	3,399	3,274	3,081
Energy usage, by region									
International (GJ)	945	966	1,022	2,587	2,498	2,407	2,382	2,202	2,064
North America (GJ)	8,620	8,401	7,852	7,945	8,015	7,952	7,742	7,585	6,965
GHG emissions rate (metric tons CO ₂ e/metric tons of product) GRI 305-4	0.204	0.206	0.206	0.181	0.173	0.171	0.162	0.165	0.160
GHG emissions (Scopes 1 and 2)** (metric tons CO ₂ e)	1,017	1,006	961	1,013	965	945	882	831	765
Scope 1 (metric tons CO ₂ e) GRI 305-1	285	273	251	281	284	277	265	254	235
Fuel oil (metric tons CO ₂ e)	5	5	5	5	4	2	2	4	4
Natural gas (metric tons CO ₂ e)	277	267	246	270	274	271	258	245	226
LP gas (metric tons CO ₂ e)	4	1	1	6	6	3	5	5	5
Scope 2 (metric tons CO ₂ e) GRI 305-2	732	733	710	732	681	668	616	576	530
GHG emissions from renewables (not in Scope 1 or 2)	0	1	3	44	48	48	40	43	38
GHG emissions, by region									
International (metric tons CO ₂ e)	87	91	95	143	132	127	124	117	111
North America (metric tons CO ₂ e)	930	915	866	870	833	818	757	714	654
Water usage rate (cubic meters/metric ton of product)	2.19	2.11	2.14	2.90	2.79	2.86	3.16	2.99	2.86
Water withdrawal (cubic meters) GRI 303-1	10,800	10,300	10,000	16,200	15,800	15,800	17,400	15,100	13,700
Groundwater (cubic meters)	NA	2,000	1,800	7,800	7,100	7,200	6,400	6,400	5,800
Municipal (cubic meters)	NA	8,300	8,200	8,400	8,700	8,600	11,000	8,700	7,900
Solid waste generation rate (metric tons/metric ton of product)	0.037	0.037	0.034	0.034	0.033	0.035	0.043	0.045	0.048
Solid waste (metric tons)	183	178	159	190	186	193	233	228	231
Percentage of owned production facilities that achieved zero waste to landfill*** (%)	N/A	N/A	N/A	12%	16%	17%	12%	14%	20%

* 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 and reflect our footprint in that fiscal year. Past fiscal years have not been adjusted for acquisitions or divestitures. 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 methodologies. Beginning in 2013, data reflects the acquisition of Yoplait and Yoki. Yoplait solid waste data for 2013 and 2014 and all Yoki data for 2013 and 2014 were estimated. Beginning in 2017, data reflects the acquisition of Carolina.

** Scope 1 and Scope 2 GHG emissions data were calculated using the location-based method. These data were externally verified for 2010, 2015, 2016, 2017 and 2018.

*** These facilities sent no waste to landfill or incineration without energy recovery. Data includes facilities that were operating at the end of the relevant fiscal year. For years prior to 2013, General Mills did not report this data.

Greenhouse gas emissions GRI 305-1, 2, 3

GHG emissions across the value chain by scope* (metric tons CO ₂ e)						
Value chain phase	2018				2017 total	2010 total
	Scope 1	Scope 2	Scope 3	Total		
Agriculture and transformation	0	0	7,380,000	7,380,000	7,520,000	8,890,000
Packaging supply chain	0	0	1,090,000	1,090,000	1,170,000	1,350,000
Producing**	236,000	538,000***	809,000	1,580,000	1,730,000	1,750,000
Shipping	1,600	0	1,140,000	1,140,000	1,350,000	1,460,000
Selling	47,000	53,000	749,000	849,000	905,000	933,000
Consuming	0	0	3,290,000	3,290,000	3,330,000	3,340,000
Total	284,000	591,000	14,500,000	15,300,000	16,000,000	17,700,000

*Some segments do not add up to total due to rounding.

**Data in the [Environmental Data Summary](#) are from wholly owned or controlled production facilities globally. The data in this table include those locations as well as other wholly owned or controlled facilities globally (such as offices and Häagen-Dazs Shops) as well as fleet vehicles.

***This data is calculated using the location-based method.

Methodology: We work with Quantis to calculate our global GHG emissions footprint each fiscal year, following the guidelines of the GHG Protocol Corporate Accounting and Reporting Standard. This footprint covers our complete value chain, from the farms that grow our ingredients to consumers who use our products.

We work to continually update our methodology, visibility and accuracy, and update results as appropriate each year.

Workforce and governance data summary GRI 102-8, 405-1

Workforce by region and gender*		
	Female	Total
Africa	0	1
Asia	7,471	13,224
Australasia	151	312
Europe	1,596	4,047
North America	6,191	14,903
South America	1,746	5,796
Total	17,155	38,283

*Data at end of fiscal 2018; excludes Blue Buffalo employees.

Workforce by employment type and gender*				
	Female		Total	
	Full-time	Part-time	Full-time	Part-time
Apprentice	82	25	82	25
Casual	3	195	3	195
Intern	43	3	43	3
Regular	11,779	4,093	11,779	4,093
Seasonal	79	9	79	9
Temporary	253	591	253	591
Total	12,239	4,916	12,239	4,916

*Data at end of fiscal 2018; excludes Blue Buffalo employees.

Board of Directors diversity (% of total)*	
Male	58%
Female	42%
African-American	17%
Asian	0%
Hispanic	17%
Native American/American Indian	0%
Age 50+	92%

*Represents board composition as of Dec 31, 2018.

Workforce benefits GRI 401-2

Highlights of the benefits offered by General Mills*	
Pay	Employees earn a competitive salary and annual bonus when they meet our ambitious goals. Salaries are reviewed each year, with increases based on performance and the market value of the position. Annual cash bonuses are based on performance (individual, company and, in some cases, business unit).
Health benefits	General Mills offers employees and eligible dependents medical, dental and vision plans starting on the first day of employment.
Retirement and savings plans	General Mills offers tools and resources to manage current and future savings goals. Eligibility for General Mills' 401(k) Plan starts on the first day of employment. Employees can access free, confidential education on managing money, college and tax savings, and more.
Stock options and ownership	Company stock is available in the 401(k) Plan. Our voluntary stock purchase program allows another ownership opportunity. Annual stock option grants are available to some management-level employees.
Insurance	Life, long-term care, legal, and auto and homeowners insurance is available, plus company-paid short- and long-term disability insurance.
Education assistance	Loans and scholarship opportunities are available for employees and family members, plus reimbursement for job-related courses. Employees may be eligible for an unpaid leave of absence to further their education.
Flexible work	We offer telecommuting, flextime and part-time arrangements where business conditions allow.
Parenting benefits	General Mills offers maternity leave benefits to birth mothers and also offers benefits to new fathers and adoptive parents.
Credit Union	Employees and their families are eligible for complete banking and financial services from the General Mills Federal Credit Union, established in 1935.

*Benefits may vary for employees by location and other factors.

Global Reporting Initiative (GRI) index*

Disclosure	Location/comments	UN SDGs	Disclosure	Location/comments	UN SDGs	
GRI 102: General Disclosures			GRI 102: General Disclosures (cont.)			
Organizational profile			Governance (cont.)			
102-1	Name of the organization	2018 10-K	102-21	Consulting stakeholders on economic, environmental, and social topics	GeneralMills.com/Investors 16	
102-2	Activities, brands, products, and services	Introduction, 2018 10-K	102-22	Composition of the highest governance body and its committees	GeneralMills.com/Investors 5, 16	
102-3	Location of headquarters	2018 10-K	102-23	Chair of the highest governance body	GeneralMills.com/Investors 16	
102-4	Location of operations	GeneralMills.com/Company/Countries	102-24	Nominating and selecting the highest governance body	GeneralMills.com/Investors 5, 16	
102-5	Ownership and legal form	2018 10-K	102-25	Conflicts of interest	GeneralMills.com/Investors 16	
102-6	Markets served	GeneralMills.com/Company/Countries	102-26	Role of highest governance body in setting purpose, values, and strategy	Introduction, Our Planet	
102-7	Scale of the organization	2018 Annual Report	102-28	Evaluating the highest governance body's performance	GeneralMills.com/Investors	
102-8	Information on employees and other workers	Appendix	8	102-29	Identifying and managing economic, environmental, and social impacts	GeneralMills.com/Investors, Introduction 16
102-9	Supply chain	Introduction, Our Planet	102-30	Effectiveness of risk management processes	GeneralMills.com/Investors, Introduction	
102-10	Significant changes to the organization and its supply chain	2018 Annual Report	102-31	Review of economic, environmental, and social topics	GeneralMills.com/Investors, Introduction	
102-11	Precautionary Principle or approach	Our Planet	102-32	Highest governance body's role in sustainability reporting	Introduction	
102-12	External initiatives	Introduction, Our Planet, Our Community	102-33	Communicating critical concerns	GeneralMills.com/Investors	
102-13	Membership of associations	Introduction, Our Planet, Our Community	102-34	Nature and total number of critical concerns	2018 Proxy Statement	
Strategy			102-35	Remuneration policies	2018 Proxy Statement	
102-14	Statement from senior decision-maker	CEO letter, 2018 Annual Report	102-36	Process for determining remuneration	2018 Proxy Statement	
102-15	Key impacts, risks, and opportunities	2018 10-K	102-37	Stakeholders involvement in remuneration	GeneralMills.com/Investors 16	
Ethics and integrity			Stakeholder engagement			
102-16	Values, principles, standards, and norms of behavior	Introduction, Our Workplace	16	102-40	List of stakeholder groups	Introduction, Our Planet, Our Community
102-17	Mechanisms for advice and concerns about ethics	Our Workplace	16	102-41	Collective bargaining agreements	Approximately 30% of U.S. production employees are covered by CBAs. 8
Governance			102-42	Identifying and selecting stakeholders	Introduction, Our Planet, Our Community	
102-18	Governance structure	GeneralMills.com/Investors				
102-19	Delegating authority	Introduction				
102-20	Executive-level responsibility for economic, environmental, and social topics	Introduction				

*Using GRI 2016 Sustainability Reporting Standards. Reporting disclosures may not be applied fully for all Standards.

Global Reporting Initiative (GRI) index (cont.)

Disclosure	Location/comments	UN SDGs	Disclosure	Location/comments	UN SDGs	
GRI 102: General Disclosures (cont.)			GRI 200 Economic Standards Series (cont.)			
Stakeholder engagement (cont.)			GRI 201: Economic Performance (cont.)			
102-43	Approach to stakeholder engagement	Introduction, Our Planet, Our Community	201-2	Financial implications and other risks and opportunities due to climate change	Our Planet, Carbon Disclosure Project 13	
102-44	Key topics and concerns raised	Introduction, Our Food, Our Planet, Our Community	201-3	Defined benefit plan obligations and other retirement plans	2018 10-K	
Reporting practice			GRI 203: Indirect Economic Impacts			
102-45	Entities included in the consolidated financial statements	2018 Annual Report	203-1	Infrastructure investments and services supported	Our Planet, Our Community 2, 5, 7, 9, 11	
102-46	Defining report content and topic boundaries	Materiality section of Introduction	203-2	Significant indirect economic impacts	Our Planet, Our Community 1, 2, 3, 8, 10, 17	
102-47	List of material topics	Materiality section of Introduction	GRI 204: Procurement Practices			
102-48	Restatements of information	Appendix - Environmental Data Summary	204-1	Proportion of spending on local suppliers	Our Planet 12	
102-49	Changes in reporting	Introduction	GRI 205: Anti-corruption			
102-50	Reporting period	Introduction	205-1	Operations assessed for risks related to corruption	Our Workplace 16	
102-51	Date of most recent report	Apr-18	205-2	Communication and training about anti-corruption policies and procedures	Our Workplace 16	
102-52	Reporting cycle	Annual	GRI 300 Environmental Standards Series			
102-53	Contact point for questions regarding the report	Introduction	GRI 301: Materials			
102-54	Claims of reporting in accordance with the GRI Standards	Introduction, Appendix - GRI Index	301-2	Recycled input materials used	Our Planet	
102-55	GRI content index	Global Reporting Initiative index	301-3	Reclaimed products and their packaging materials	Our Planet	
102-56	External assurance	Introduction	GRI 302: Energy			
GRI 200 Economic Standards Series			302-1	Energy consumption within the organization	Our Planet, Appendix - Environmental Data Summary 7, 8, 12, 13	
GRI 201: Economic Performance			302-2	Energy consumption outside of the organization	Carbon Disclosure Project 7, 8, 12, 13	
201-1	Direct economic value generated and distributed	Our Community, Our Planet, 2018 Annual Report, 2018 Proxy Statement	2, 5, 7, 8, 9	302-3	Energy intensity	Our Planet, Appendix - Environmental Data Summary 7, 8, 12, 13
			302-4	Reduction of energy consumption	Our Planet 7, 8, 12, 13	

Global Reporting Initiative (GRI) index (cont.)

Disclosure	Location/comments	UN SDGs	Disclosure	Location/comments	UN SDGs
GRI 300 Environmental Standards Series (cont.)			GRI 300 Environmental Standards Series (cont.)		
GRI 303: Water			GRI 306: Effluents and Waste		
303-1	Water withdrawal by source Our Planet, Appendix - Environmental Data Summary	6	306-1	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.	3, 6, 12, 14
303-2	Water sources significantly affected by withdrawal of water Our Planet	6	306-2	Waste by type and disposal method Our Planet	3, 6, 12
303-3	Water recycled and reused Our Planet	6, 8, 12	306-3	Significant spills There were no significant spills at our manufacturing locations during the reporting period.	3, 6, 12, 14, 15
GRI 304: Biodiversity			306-4	Transport of hazardous waste 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.	3, 12
304-2	Significant impacts of activities, products, and services on biodiversity Our Planet	6, 14, 15	306-5	Water bodies affected by water discharges and/or 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.	6, 14, 15
304-3	Habitats protected or restored Our Planet	6, 14, 15	GRI 307: Environmental Compliance		
GRI 305: Emissions			307-1	Non-compliance with environmental laws and regulations General Mills incurred 3 Notices of Violations (NOVs) and no significant fines during the reporting period.	16
305-1	Direct (Scope 1) GHG emissions Our Planet, Appendix - Environmental Data Summary	3, 12, 13, 14, 15	GRI 308: Supplier Environmental Assessment		
305-2	Energy indirect (Scope 2) GHG emissions Our Planet, Appendix - Environmental Data Summary	3, 12, 13, 14, 15	308-1	New suppliers that were screened using environmental criteria Supplier Code of Conduct	
305-3	Other indirect (Scope 3) GHG emissions Our Planet, Carbon Disclosure Project	3, 12, 13, 14, 15			
305-4	GHG emissions intensity Our Planet, Environmental Data Summary	13, 14, 15			
305-5	Reduction of GHG emissions Our Planet	13, 14, 15			
305-6	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.	3, 20			
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions 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.	3, 12, 14, 15			

Global Reporting Initiative (GRI) index (cont.)

Disclosure	Location/comments	UN SDGs	Disclosure	Location/comments	UN SDGs		
GRI 400 Social Standards Series			GRI 400 Social Standards Series (cont.)				
GRI 401: Employment			GRI 409: Forced or Compulsory Labor				
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Appendix	8	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Our Planet	8
GRI 403: Occupational Health and Safety			GRI 412: Human Rights Assessment				
403-1	Workers representation in formal joint management-worker health and safety committees	Our Workplace	8	412-1	Operations that have been subject to human rights reviews or impact assessments	Our Planet	
403-2	Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	Our Workplace ; Although we had our most statistically safe year in the history of the company, we tragically lost four lives – one General Mills employee and three contractors – in two separate fatal incidents in FY18.	3, 8	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Our Planet, Supplier Code of Conduct	16
403-4	Health and safety topics covered in formal agreements with trade unions	Our Workplace	8	GRI 413: Local Communities			
GRI 404: Training and Education			GRI 414: Supplier Social Assessment				
404-2	Programs for upgrading employee skills and transition assistance programs	Our Workplace	8	414-1	New suppliers that were screened using social criteria	Supplier Code of Conduct	5, 8, 16
404-3	Percentage of employees receiving regular performance and career development reviews	Our Workplace	5, 8	414-2	Negative social impacts in the supply chain and actions taken	Our Planet	5, 8, 16
GRI 405: Diversity and Equal Opportunity			GRI 415: Public Policy				
405-1	Diversity of governance bodies and employees	Our Workplace, Appendix, GeneralMills.com/Investors	5, 8	415-1	Political contributions	Civic Involvement, Introduction	16
GRI 407: Freedom of Association and Collective Bargaining			GRI 416: Customer Health and Safety				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Our Planet	8	416-1	Assessment of the health and safety impacts of product and service categories	Our Food, Our Workplace	
GRI 408: Child Labor			GRI 417: Marketing and Labeling				
408-1	Operations and suppliers at significant risk for incidents of child labor	Our Planet	8, 16	417-1	Requirements for product and service information and labeling	Our Food	12

Specific Standard Disclosures

Disclosure	Location/comments	UN SDGs	Disclosure	Location/comments	UN SDGs	
Food Processing Sector Supplement			Food Processing Sector Supplement (cont.)			
Across All Aspects of Sourcing			Product and Service Labeling (cont.)			
FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy.	Our Planet, Supplier Code of Conduct	FP9	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 .	2, 15
FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard.	Our Planet				
Healthy and Affordable Food			Animal Husbandry			
FP4	Nature, scope and effectiveness of any programs and practices 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.	Our Food, Our Planet, Our Community	FP10	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 .	2, 3
Customer Health and Safety			FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type.	Our Planet General Mills does not raise or process animals. For information on our approach to animal welfare, see our policy .	
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	Our Food	FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type.	Our Planet Animal welfare policy	2
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars.	Our Food	Transportation, Handling, and Slaughter			
FP7	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.	Our Food	FP13	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.	2
Product and Service Labeling						
FP8	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements.	Our Food AskGeneralMills.com SmartLabel.org				

United Nations Global Compact Principles

Principle	Information in report
Human rights	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Ethics and compliance Human rights Supplier Code of Conduct
Principle 2: make sure that they are not complicit in human rights abuses.	Ethics and compliance Human rights
Labor	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Human rights Supplier Code of Conduct
Principle 4: the elimination of all forms of forced and compulsory labor;	Human rights Supplier Code of Conduct
Principle 5: the effective abolition of child labor; and	Human rights Supplier Code of Conduct
Principle 6: the elimination of discrimination in respect to employment and occupation.	Ethics and compliance Global inclusion Supplier Code of Conduct
Environment	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	Climate change approach Sourcing approach
Principle 8: undertake initiatives to promote greater environmental responsibility; and	Climate change performance Responsible sourcing Producing Water stewardship
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Climate change performance Responsible sourcing Producing Water stewardship
Anti-corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Supplier Code of Conduct Code of Conduct

General Mills SASB Reference Table

The Sustainability Accounting Standards Board (SASB) is an independent, standards-setting organization that promotes disclosure of material sustainability information to meet investor needs. This table references the Standard for the Processed Foods industry as defined by SASB's Sustainable Industry Classification System (SICS) and identifies where General Mills addresses each topic. Note that some responses may not be fully aligned with SASB's definition, but represent the content most closely aligned with that indicator.

Topic	SASB accounting metric	Category	Location or response
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Environmental Data Summary, Our Planet
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	CDP Water
	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Quantitative	GRI Index
	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	Water stewardship, CDP Water
Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Zero critical non-conformances in FY18
	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Quantitative	Food safety
	(1) Total number of notices of food safety violation received, (2) percentage corrected	Quantitative	No food safety violations were received in FY18
	(1) Number of recalls issued and (2) total amount of food product recalled	Quantitative	Food safety
Health & Nutrition	Revenue from products labeled and/or marketed to promote health and nutrition attributes	Quantitative	Health and wellness
	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Discussion and Analysis	Health and wellness
Product Labeling & Marketing	Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	Quantitative	We label all of our FDA regulated products as either "Produced with" or "Partially Produced with Genetic Engineering" if they contain more than 0.9% GMO ingredients.
	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	Quantitative	Responsible marketing
Packaging Lifecycle Management	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Quantitative	Climate change - packaging
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Discussion and Analysis	Climate change - packaging
Environmental & Social Impacts of Ingredient Supply Chain	Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, by certification scheme	Quantitative	Sustainable sourcing
	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Supplier responsibility
Ingredient Sourcing	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	Quantitative	CDP Water
	List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	Discussion and Analysis	Sustainable sourcing