

Global Responsibility

2017 SUMMARY





Global responsibility highlights

During the year, General Mills made substantial commitments and progress in numerous areas of global responsibility, underlying our commitment to treat the world with care.

Ken Powell
Chairman, Chief Executive Officer
General Mills

For 150 years, General Mills has been making food people love while investing to make the world around us better. We believe that being successful in the marketplace and being a force for good go hand in hand.

In this, our 47th year of reporting back to our communities and stakeholders, we provide updates across four key focus areas: Our Food, Our Planet, Our Workplace and Our Community. We have focused on providing transparency and insights into the topics that are important to our stakeholders and to our business. We are encouraged by the progress we're making and remain committed to doing even more.

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


Sincerely,


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


Set a goal to **reduce absolute GHG emissions** across our full value chain by 28 percent by 2025 

Announced a pollinator project with the USDA and the Xerces Society to protect and establish **more than 100,000 acres** of pollinator habitat through 2021 

Fourth-largest U.S. natural and organic food producer 

Received recognition as a **global climate leader** and named to the CDP Climate A-List 

Set a goal to develop **water stewardship plans** for the most material and at-risk watersheds in our global value chain by 2025 

Second-largest U.S. producer of gluten-free products 

Introduced a **soil health roadmap** in partnership with The Nature Conservancy to improve soil health on more than 50 percent of U.S. cropland by 2025 

Launched our Policy on **Human Rights** and Slavery and Human Trafficking Statement 

Our Food

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



Our goal is to provide people with nutritious, convenient food that can help them live healthier lives. We are committed to making food with passion and improving the variety and health profile of our products while adhering to high standards of food safety.



Performance dashboard (fiscal 2016)

Nutrition

U.S. Health Metric:
In fiscal 2016, **79 percent** of U.S. retail sales volume was composed of products nutritionally improved since fiscal 2005.

Food preferences

No. 4 natural and organic U.S. food producer; **No. 2 gluten-free** U.S. food provider.

Food safety

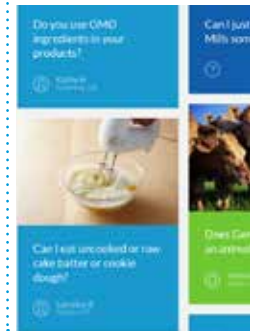
100 percent of our facilities worldwide are audited and/or certified by third parties using globally recognized food safety criteria.

Labeling & marketing

Compliance with **global industry** front-of-pack calorie labeling; commitment to responsible marketing.

Transparency

Introduced **AskGeneralMills.com**; launched **SmartLabel™** pilot; 600 products **Non-GMO Verified**.



Health and wellness impacts across our North American portfolio in fiscal 2016



Whole grain

One in five of our products across North America delivers at least 8 grams of whole grain per serving.



Calories

Two-thirds of our North American retail products contain 150 calories or less per serving.



Organic

One out of every 10 products in our North American portfolio is certified organic or made with organic ingredients.



Gluten-free

One in four of our North American products is labeled as gluten-free.



No artificial ingredients

Approximately half of our U.S. retail products are labeled as containing no artificial flavors, colors from artificial sources or artificial preservatives.

Our Planet

Our sustainability mission is to treat the world with care.

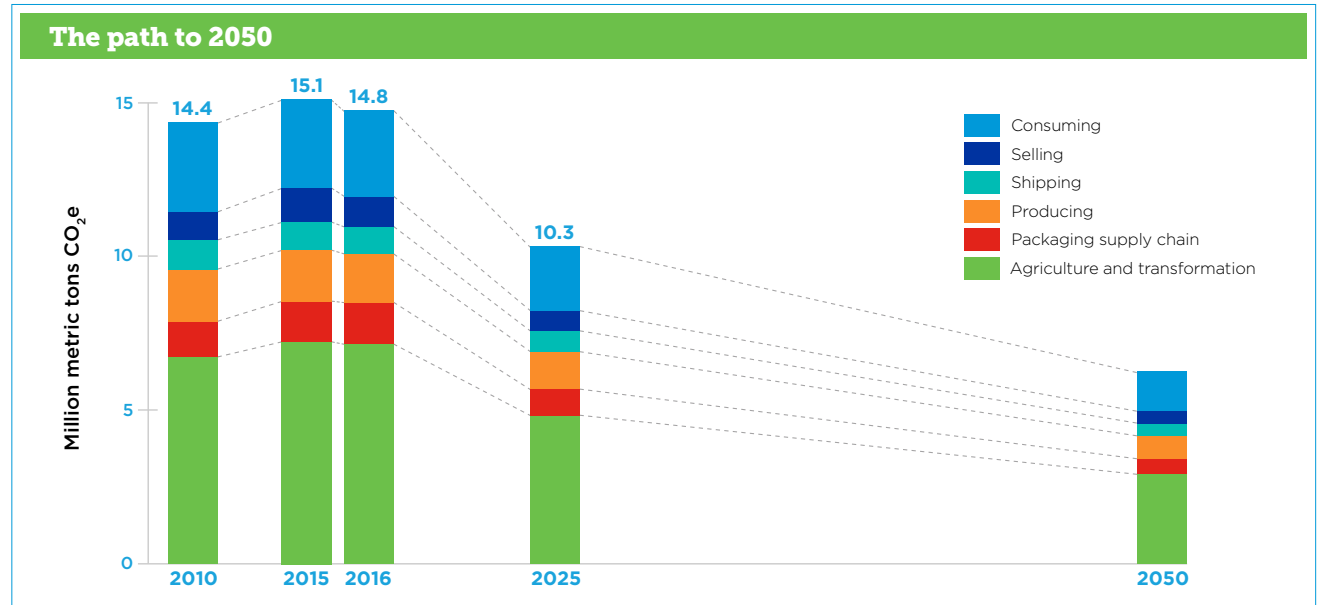


Our goal is to protect the resources upon which our business depends by promoting environmentally and socially responsible practices across our value chain.



Climate change

We are committed to combating climate change by working toward sustainable emissions levels by 2050 and reducing GHG emissions by 28 percent by 2025.*

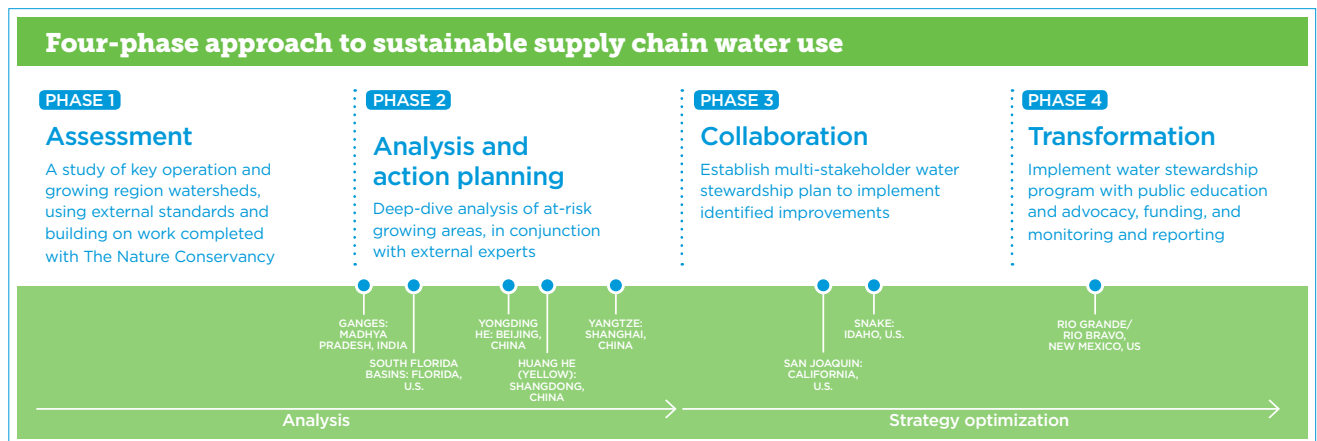


* Compared to 2010.



Water stewardship

We are advancing the sustainability of water use across our supply chain by ensuring farmers and communities have long-term plans to improve the health of key watersheds by 2025.





Sustainable sourcing

We are committed to sustainably sourcing 100 percent of our 10 priority ingredients by 2020, representing more than 40 percent of our annual raw material purchases, and supporting the livelihoods of smallholder farmers who grow our ingredients.

Performance dashboard: Sourcing			
Raw material/ingredient	FY2016 progress (% of volume sustainably sourced as of May 2016)	Strategy	Sustainability definition
Cocoa	46%	 Origin-direct investment	Direct investment at origin to improve smallholder farmer livelihoods and ingredient quality
Vanilla	22%		
Oats	50%	 Continuous improvement	Documented continuous improvement using industry-based environmental metrics
U.S. wheat	36%		
U.S. sugar beets	68%		
U.S. corn (dry milled)	33%		
U.S. dairy (raw fluid milk)	38%		
Fiber packaging	99%	 Verification	Recycled material or virgin wood fiber from regions not contributing to deforestation
Sugarcane	67%		
Palm oil	100%		



Ecosystems

We are committed to improving the health of ecosystems in our supply chain which benefits farmers, wildlife, the planet and the food we make.

Performance dashboard: Ecosystems		
<h3>Soil health</h3> <p>Introduced a soil health roadmap in partnership with The Nature Conservancy to improve soil health on more than 50 percent of U.S. cropland by 2025.</p>	<h3>Pollinators and biodiversity</h3> <p>Partnered with the USDA and Xerces Society to protect and establish more than 100,000 acres of pollinator habitat by 2021.</p> <p>General Mills has invested more than US\$6 million since 2011 to support pollinator and biodiversity efforts.</p>	<h3>Organic farmland</h3> <p>General Mills is now the fourth-largest U.S. natural and organic food producer.</p> <p>General Mills is now among the top five organic ingredient purchasers – and the second-largest buyer of organic fruits and vegetables – in the North American packaged foods sector.</p> <p>We are doubling the size of our natural and organic business:</p> <ul style="list-style-type: none"> 2x sales – Double our natural and organic sales to \$1 billion by 2019. 2x acreage – Double the organic acreage from which we source by 2019.

Our Workplace



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



Our goal is to foster a safe, inclusive and rewarding workplace where all employees can thrive. We put our people first by focusing on best-in-class workplace safety, creating a diverse and inclusive culture, and investing in our talent. By creating an agile and advantaged organization, we enable our company to succeed.

Performance dashboard (fiscal 2016)



Workplace safety

We reduced our global total injury rate to **1.20** injuries per 100 employees in fiscal 2016, down from 1.22 in 2015. Our ultimate goal is zero injuries and illnesses.



Workplace culture

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

*Data from General Mills Employee Engagement Survey of global salaried employees conducted January-February 2016.



Diversity and inclusion

Our Board of Directors includes **36 percent** female directors and **36 percent** who are ethnically diverse. Our U.S.-based workforce includes **39 percent** women and **20 percent** people who are ethnically diverse.*

*Board and employee stats based on year-end calendar 2016. Workforce data includes all US-based employees.



Honors, awards, and accolades



Fortune's "World's Most Admired" list - No. 6 out of 12 in consumer food products industry



Best Places to Work for LGBT Equality, Human Rights Campaign Foundation



100 Best Companies, Working Mother Magazine



Global 100 Most Sustainable Corporations, Corporate Knights






Best Companies for Multicultural Women, Working Mother Magazine

Our Community

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



Strong people, flourishing communities, a thriving planet: Our philanthropic work is an extension of the company's purpose and ties closely to our core business and food systems knowledge. We work in innovative ways with partners locally and around the world to harness our collective impact in key areas, while engaging employees through volunteerism.

Performance dashboard		
	2020 Goal	2016 Progress & highlights
 <p>Increasing food security</p>	Enable 200 million meals globally to food-insecure individuals through General Mills food donations and rescue	<ul style="list-style-type: none"> ■ 57 million meals enabled through General Mills food donations globally during 2016; more than 201 million meals since 2010 ■ More than 2.2 billion pounds of excess food rescued in 2016 by our grantees to feed the hungry, rather than go to landfills
	Strengthen 1,500+ food companies in the most vulnerable and food-insecure regions	<ul style="list-style-type: none"> ■ Training and technical support provided through Partners in Food Solutions to more than 900 small and growing food businesses in eight African countries since 2008
 <p>Advancing sustainable agriculture</p>	Improve the well-being of 20,000 people in smallholder farming communities from which General Mills sources key ingredients	<ul style="list-style-type: none"> ■ CARE programs in West Africa funded by General Mills have reached more than 8,190 people in cocoa farming communities since 2010
	Increase charitable investments in natural resource conservation and sustainability to 30 percent of corporate contributions*	<ul style="list-style-type: none"> ■ Charitable investments in conservation and sustainability were 23 percent of total corporate contributions* in 2016, an increase of 75 percent from 2015
 <p>Strengthening hometown communities</p>	Achieve employee volunteerism rate of 80 percent worldwide	<ul style="list-style-type: none"> ■ 83 percent of employees worldwide reported volunteering in their communities during 2016
	Exceed US\$2.5 billion in cumulative corporate charitable giving	<ul style="list-style-type: none"> ■ Contributed more than \$147 million in corporate giving worldwide in 2016 ■ More than US\$2.1 billion in cumulative corporate giving contributed by General Mills and its Foundation since 1954**
	Provide more than US\$1 billion to schools through Box Tops for Education™ cause marketing program	<ul style="list-style-type: none"> ■ During the 2015-2016 school year, U.S. schools earned more than US\$60 million through Box Tops for Education™ ■ Schools have earned more than US\$800 million through Box Tops for Education™ since the program began in 1996

*Of total corporate charitable contributions that are managed by the General Mills Foundation.

**Since 1954, General Mills, Inc. and the General Mills Foundation have contributed US\$2,116,823,102. This figure includes Foundation grants, Box Tops for Education giving, corporate contributions and the company's global food donations.



Learn more at GeneralMills.com

Put
people
first

Build a culture of
CREATING

Make food with
PASSION

EARN people's
TRUST

treat THE WORLD WITH
CARE



General Mills
Number One General Mills Boulevard
Minneapolis, MN 55426-1347

Printed on recycled paper.
Contains 10 percent post-consumer waste.
©2017 General Mills.

