

6 CLEAN WATER
AND SANITATION

SPOTLIGHT

Ceres: Valuing Water Finance Initiative recognition

In 2023, Cargill was recognized by Ceres as “on track” in advancing water stewardship in its Valuing Water Finance Initiative Benchmark. Cargill received the highest percentage of available points demonstrating progress on water stewardship among the companies assessed.

The recognition was for our performance relative to the ambition of the Valuing Water Finance Initiative’s Corporate Expectations for Valuing Water, which are aligned with the U.N. Global Compact CEO Water Mandate’s six commitment areas and the U.N.’s 2030 Sustainable Development Goals for Water. The Initiative’s Corporate Expectations outline six water ambitions for companies to reach by 2030 in areas such as access to water and sanitation, public policy engagement, and water quality.

Received the highest percentage of available points demonstrating progress on water stewardship

The benchmark evaluated water stewardship practices among 72 companies from four water-intensive industries including food, beverage, apparel, and hi-tech. In the report, Cargill is recognized as one of the few companies that has set water quality targets for the supply chain.

The six expectations include:

- Water quantity
- Water quality
- Ecosystem protection
- Access to water and sanitation
- Board oversight
- Public policy engagement

This recognition is based on the commitment to enable a water positive impact in Cargill’s operations, supply chains, and communities by 2030, which includes engaging in collective action projects, promoting regenerative agriculture within the supply chain, and safeguarding or rehabilitating critical habitats.



“Cargill’s water management efforts position the company well in advancing toward the 2030 ambition of the Corporate Expectations for Valuing Water. Strategies such as setting contextual water quality targets inclusive of both operations and the supply chain can also serve as an example for peers to emulate.”

Shama Perveen

Director, Water
Ceres



U.S.

The Arkansas Irrigation Project: Conserving water

Approximately 80% of Arkansas' annual water consumption is dedicated to agriculture, and more than 70% of the water used annually for row crop irrigation comes from the Mississippi Alluvial Aquifer in the Arkansas Delta.

Cargill supports The Nature Conservancy in Arkansas through a grant to the state's Water Sustainability in Agricultural Irrigation project, which helps conserve water in the Arkansas Delta. The three-year project began in 2021 and, to date, has helped establish irrigation conservation practices on more than 34,000 acres of cropland. This work entails engaging 69 farmers, including those from underrepresented populations (including women, Black, and Hispanic farmers), providing technical assistance, and installing 381 irrigation timers on farmland. Through these efforts, we expect several billion liters of water per year to be conserved on row crop fields in the region.



Indonesia | Philippines

Water.org partnership: Providing access to water in Indonesia and the Philippines

Driven by our belief that clean and safe water is a human right, Cargill has committed \$2.1 million in funding to **Water.org**, a global nonprofit focused on removing the financial barriers between people living in poverty and access to safe water.

Reliable access to clean, safe water, sanitation, and hygiene are essential for communities to thrive. This two-year project will directly impact an estimated 300,000 individuals by providing access to water and sanitation for people living in Indonesia and the Philippines via WaterCredit, a program that enables small loans for water and sanitation solutions. The grant will also support collaboration with local utilities to improve water quality and service coverage for many more households.



India

The Women + Water Collaborative: Taking collective action

Cargill, Gap Inc., and GSK, in partnership with WaterAid and the Water Resilience Coalition (WRC), launched an initiative to improve health, livelihoods, and climate resilience in water-stressed communities in India, beginning with the Krishna and Godavari basins.

The **Women + Water Collaborative** will improve the availability and quality of water in priority river basins, providing communities with safe drinking water, climate-resilient sanitation, and hygiene infrastructure and services. The Collaborative will leverage women's leadership to build water resilience, improve water security, and enable equitable access to water and sanitation for communities at scale.



People

At Cargill, our actions are driven by our values. We are focused on the safety, well-being, human rights, and prosperity of our 160,000+ employees around the world, the farmers we partner with, and the people who work and live in the communities where we do business.

26.9 million

people have gained improved nutrition and economic livelihoods through Hatching Hope since 2018

7.2 million

farmer trainings delivered since 2017

Our approach

We recognize the vital role so many people play in nourishing our world. We focus our efforts on five key areas: health and safety; diversity, equity, and inclusion; training and development; human rights; and farmer livelihoods. As the global landscape continues to change, we consistently evaluate and evolve our programs and policies to respond to the changing needs and expectations of our stakeholders.

Our work contributes to the following SDGs:



Health and safety

Our safety and quality programs are centered around keeping people safe in our operations and supply chains, focusing on employee well-being, ensuring animal welfare, and delivering quality products that are safe to use or consume.

Keeping our people safe

Ensuring everyone who works at Cargill returns home safely every day is our highest priority.

Our Environment, Health, and Safety (EHS) team sets our global health and safety policy, which complies with all relevant occupational health and safety requirements. Our executive team, as well as business leaders across the company, are held accountable to key safety performance indicators, which are reviewed monthly and quarterly at various levels within our business.

Because the nature of our global operations presents certain risks, our workplace health and safety policy and priorities are centered around deeply understanding the critical work and associated risks our teams encounter every day, and then diligently working to eliminate those risks or put in place the strongest controls to ensure the work can be done safely. To identify risks and controls that can help prevent incidents and injuries, we encourage our people — whether employees or contractors — to ask questions and take steps to reevaluate situations or act when appropriate.

Our **foundational programs** like Focus on LIFE (Life-altering Injury & Fatality Elimination Program), LIFEsavers, and HOP (Human and Organizational Performance) support our ongoing efforts to

Reportable Injury Frequency Rate (RIFR)

Improving our reportable injury rate is a multifaceted approach that involves leadership commitment, employee engagement, effective risk management, continuous training, and the use of technology. By fostering a strong safety culture of zero harm and continuously refining our safety practices, we create a safer work environment and focus on achieving significant reductions in workplace injuries.

In fiscal year 2024, our company-wide RIFR¹ was 1.35.

¹ RIFR: As defined by the U.S. Occupational Safety and Health Administration, the Reportable Injury Frequency Rate measures total recordable injuries per 200,000 hours worked. This metric at Cargill includes all injuries, not just those that result in lost workdays.

eliminate serious injuries and fatalities. In addition, we have launched a global program, which uses data and the experiences of our people to identify their most critical work — and then build plans to eliminate risks associated with that critical work. In cases where risks can't be eliminated, teams focus on implementing proper controls to ensure that work can be done safely.



Global

Reducing risks for mobile-powered equipment around the world

Across all businesses and all geographies, teams are concentrating efforts to reduce risks associated with the operation of mobile-powered equipment (MPE), which is one of Cargill's **12 LIFEsavers**. Guided by our global programs and rigorous policies and procedures, we are focused on separating people from MPE traffic. Across hundreds of production facilities and warehouses, from Türkiye to Brazil to the U.S. to Côte d'Ivoire, teams have rerouted traffic patterns, put physical barriers in place, and implemented technology such as wearable devices and warning lights that tell workers when MPE is present. These types of actions and controls are critical to help keep our people out of harm's way.

Advancing food safety and quality

Delivering products that are safe to eat and use is fundamental to our values at Cargill and to customer and consumer trust. We take a comprehensive, science- and risk-based approach to food safety in our policies, operations, and supply chains.

Food safety is a value shared by our customers, competitors, farmers, industry associations, and others in the food system. We work collaboratively with partners to advance food safety across industries and share our innovations and best practices. Additionally, we strive to advance our focus on digital and analytics, putting systems in place that simplify the process of managing customer complaints and regulatory compliance, and creating opportunities to become more preventative and predictive in our approach to producing safe, quality products every time.



Protecting the welfare of animals

Our approach to animal welfare includes working to help ensure livestock, and farm and research animals, are treated with dignity and respect. This is critically important as the global population and demand for nutritious, affordable, and high-quality protein increase.

Cargill takes pride in our role as an industry leader for animal welfare, an outcome from our strict guidelines and a zero-tolerance policy on animal abuse among our employees as well as our suppliers, transporters, and others within our supply chain. Learn more in our [Animal Welfare Index](#).

We work with a variety of stakeholders — including farmers and ranchers, customers, NGOs, academics, scientists, and veterinarians — to employ best practices. Our approach is based on the [Five Domains model](#), which promotes positive mental states through nutrition, physical environment, health, behavioral opportunities, and overall mental well-being. [Read more about animal welfare at Cargill](#).



Award

Cargill recognized for [Significant Achievement in Food Safety](#) with two recognitions at Confederation of Indian Industry (CII) Food Safety Awards 2023



Focusing on employee well-being

Cargill works to provide equitable, flexible, and inclusive benefits that meet the diverse and evolving needs of our employees. This includes a wide variety of programs to help employees care for themselves and their loved ones, face unexpected challenges, and create long-term wellness. The company's well-being programs focus on the following four areas:



Mental well-being

Cargill offers free, confidential mental health programs for employees and their loved ones as well as training and resources to help identify and address employee mental health needs. Additionally, Cargill's Mental Health Ally Network is a group of global employees who volunteer to support their colleagues' mental health by connecting them to Cargill's resources and championing behaviors that decrease mental health stigmas in the workplace.



Physical well-being

Our range of programs helps employees and their families cover health needs and manage unexpected issues as they arise to support their health, now and into the future. For example, this year we introduced a menopause benefit, providing U.K. employees and their dependents confidential support like direct access to consultations with gynecologists, personalized care guidance, and a digital resource hub.



Financial well-being

Our company recognizes the importance of competitive and equitable compensation and benefits programs, which is why we continuously evaluate and adapt our offerings as our employees' needs evolve. In 2023, we introduced a new program that provides free access to services that helps U.S. employees take control of their student loan debt through reducing or accelerating payments, optimizing debt, and financial education.



Work/life well-being

We provide employees time to rest and recharge, flexibility to manage their day-to-day lives, and options to support their loved ones in the moments that matter most. For example, in the U.S. we offer employees family-building support and surrogacy and adoption assistance.

Diversity, equity, and inclusion

By increasing equitable access and opportunities across all aspects of our operations, we can have an extraordinary impact. That's why we embed diversity, equity, and inclusion (DEI) practices across our global network of employees, as well as across our supply chain, including farmers, ranchers, and agricultural communities.

Our holistic approach centers around three key areas — the workforce, the workplace, and the marketplace — and we hold ourselves accountable by monitoring key metrics to measure our progress and impact. [Learn more about DEI at Cargill.](#)

Building an inclusive workplace

We create an inclusive workplace that aims to ensure every employee feels safe, respected, and heard. This sense of belonging helps unleash innovation and create impact for our customers and communities.

At Cargill, fostering inclusion is a behavior we actively highlight and celebrate during our annual Global Day of Inclusion. In 2023 we hosted our third Global Day of Inclusion, where over 10,000 employees engaged in regional and worksite-specific activations. This day serves as a key moment to amplify our values and strengthen our shared commitment to inclusion across the organization.

“Diversity, equity, and inclusion is intrinsically linked to our values and directly tied to our aspiration of being a high-performing team and company.”

Stephanie Lundquist
Chief Human Resources Officer
Cargill



Employee engagement survey results

88%

of employees have positive levels of engagement

Fortune 100 average is 81%¹

81%

of employees agree that we are creating an inclusive workplace

Fortune 100 average is 76%¹

¹ Fortune 100 comparisons reflect the results of the 26 Fortune 100 companies that are part of Perceptyx's client base. Perceptyx is the third-party vendor that manages Cargill's employee engagement survey.