

People

Improving farmers' livelihoods and resilience is central to our program and vital for the cocoa sector's sustainability. We boost productivity with targeted strategies and farm services, turning cocoa science into practice. Our community well-being approach promotes female entrepreneurship, income diversification, quality healthcare, and access to education. We continue to develop a targeted remediation approach to reduce and prevent child labor.

Cocoa farming faces multiple threats

Cocoa farm productivity suffers due to aging trees, pests, diseases, and limited access to inputs and services. Farmers have limited means and access to improve productivity and profitability. The impact of these factors on yield can also be exacerbated by climate change due to unpredictable and changing weather patterns. These factors, combined with the weather effect El Niño, have resulted in a sharp decline in yield in the recent crop year in Côte d'Ivoire and Ghana.

Farm services to boost productivity and profitability

Cargill's farm services model provides high-quality inputs, like seedlings, and professional services like tree pruning and spraying to farmers within our Promise network. Professional farm service groups in Côte d'Ivoire and Ghana have been set up to help improve yield and cocoa income. These groups offer agronomic services and create rural employment opportunities for youth. For our customer Ferrero, we've set up eight pruning groups in Côte d'Ivoire, benefiting 285 farmers.

Our CANOHYE program in Ghana provides quality fertilizer and crop protection products. Through an e-money saving facility, farmers register demand at the start of the crop season and save a portion of their cocoa revenue. Savings are turned into products delivered during farm maintenance, with any remaining balance returned via mobile money. Farmers receive training on proper storage, application, and disposal.

850,000

cocoa seedlings distributed in Ghana to support sustainable cocoa plot rehabilitation

100

cooperative-led pruning groups setup in Ghana



Farm Development Plans form the foundation of our support programs and include key improvement recommendations based on a tailored diagnostic of each farm.

42%

of farmers in our Promise network receive 1-1 coaching based on their Farm Development Plan

People

Turning cocoa science into practice

Our research and development approach has a long-term vision focusing on farm-level outcomes. It is crucial that recommendations are practical, ensuring farmers can adopt the learnings and have access to relevant tools. Collaborating with **Wageningen University & Research (WUR)**, ESPOL University, and Cranfield University, we address topics like soil health, fungal diseases, and biodiversity. In West Africa, we are modelling soil health and connect the findings to GHG, carbon footprint, and yield measurements. In Ecuador, we are taking a pre-competitive approach to explore the future potential of the cocoa sector. Our soil fertilization is part of the cocoa industry initiative, **Cocoa Soils**, which we are a funder and participant of since 2018.

“The Living Income Application project with Cargill was impactful and compelling for us. There was a lot of enthusiasm in the team, as we built data analytics capabilities to advance Cargill’s sustainability objectives. This project exemplifies our joint commitment to using innovative solutions to drive meaningful, sustainable impact.”

Naser Bakhshi,
Partner AI & Data
Deloitte

Living income: targeted approaches, data-driven solutions

We’re advancing cocoa household incomes through research and tailored programs with partners like WUR. Their analysis of more than 90,000 farming households underlines the need for specific interventions based on farmer segmentation, identifying three distinct groups for targeted support. Three main groups of households with different characteristics and needs were identified (see inset).

Through our strategic Living Income partnership with **IDH**, we are developing data-driven solutions to help close the living income gap within the Cargill Cocoa Promise network. By the end of the project in 2025, we aim to have enabled a total of 25,000 cocoa farming households in Côte d’Ivoire to close or significantly reduce (>50%) their living income gap.

One example of a data-driven solution is the digital Living Income Application with Deloitte, which models the impact for targeted interventions on living income gaps and provides a return-on-investment analysis for customers. Our modelling aligns with WUR’s findings, supporting targeted strategies like farm services and cash transfers to increase incomes.

We are also investing in a living income learning partnership with NewForesight and the University of Copenhagen to strengthen our data collection and impact tracking capabilities within our programming.

Advancing cocoa household income through tailored programs

PERSONA 1	PERSONA 2	PERSONA 3
BAKARY (46)	KOUAME (51)	KOFFI (45)
Total household income: 2,520 USD/year	Total household income: 5,180 USD/year	Total household income: 3,550 USD/year
Yield/ha: 663	Yield/ha: 748	Yield/ha: 703
Cocoa farm size: 2.54 ha	Cocoa farm size: 4.14 ha	Cocoa farm size: 3.27 ha
Relevant interventions: <ul style="list-style-type: none">• Cash transfers• Off-farm employment support• Community development in close collaboration with communities to address their most urgent needs	Relevant interventions: <ul style="list-style-type: none">• Access to credit and inputs• Payments for ecosystem services• Support for diversification as rural service entrepreneurs (e.g. shops, transport)	Relevant interventions: <ul style="list-style-type: none">• On-farm diversification support for selling non-cocoa farm products• Off-farm employment support for households on the outskirts of the cocoa-growing regions• Cash transfers

People

Income diversification and female entrepreneurship

Our approach to improving household income includes on- and off-farm activities like income diversification and entrepreneurship. Empowering women is one of the most effective ways to ensure more financial security for family expenses.

We have been one of Nestlé's key partners of the **Income Accelerator Program** (IAP) since its inception. The Royal Tropical Institute (KIT) baseline report of the IAP Program reported a 32% increase in cocoa production and a 38% increase in net income from cocoa and non-cocoa for households in the program. Impact was measured

in 2023 on all households engaged in the program, including approximately 2,000 households in cooperatives engaged through Cargill. The cocoa beans bought from participating farmers are segregated and flow directly into customers' supply chain. Non-cocoa income sources include horticulture crops, livestock rearing, and rubber.

Through our Women Force program with LadyAgri in Cameroon, we have equipped eight women cooperatives with climate-smart processing equipment. The solar dryers can process up to 500kg of food products per day to support market access, therefore increasing revenue and improve food security for the household. The program is fully endorsed by the Ministries of Agriculture, Trade, and Women, and backed by the local

financial sector. Our Empow'her program in Côte d'Ivoire empowers women by providing literacy training, equipping women with the skills to manage their businesses and gain financial independence. Our mobile nurseries offer childcare solutions, freeing mothers to fully participate in economic activities. Aiding business and infrastructure growth, 23 women's groups received grants in value approximately \$17,000.

Empowering women for resilient communities

After a successful decade-long collaboration with CARE, we kicked off a third phase of the Promoting a Sustainable and Food Secure World program (**PROSPER III**). The renewed phase will aim to drive deeper impact and help build resilience for rural agricultural communities, especially for women, facilitating access to markets, productive resources, women's empowerment, and advocacy. The program is active in communities linked to the farmer groups that supply cocoa to our customers such as Ferrero, Mars, and Starbucks. Our current phase strengthens existing frameworks, integrates new communities, and transitions others to self-sufficiency. We're phasing out external aid to promote local leadership and resilience, empowering communities to sustain and grow projects autonomously as lasting positive effects.

41,500+

members of Village Savings and Loan groups in West Africa

Bringing healthcare to the community

In many rural cocoa-growing areas, access to health consultation is difficult. With Hospitaalbroeders and Ferrero, we partnered to pilot a community health project in Ghana whereby access to health is brought closer to our farmer communities. More than 5,500 cocoa farmers, pregnant woman, school children, and elderly received free health care, consultation, and medicine. Through general screening and home visits, this has been for many the only opportunity to receive a health consultation.

Relief for displaced people in Cameroon

The ongoing conflict in Cameroon's North-West and South-West regions has displaced more than 600,000 people. Rising prices for food, fuel, and fertilizer have worsened the situation. To help, Cargill granted funds to World Food Programme USA in support of the UN World Food Programme, enabling cash-based transfers for 6,000 people (around 1,000 families). These beneficiaries receive monthly support for six months to cover basic needs like food, education, health, and support in income-generating activities, aiming to later reduce their reliance on humanitarian aid.



People

Expanding our approach to protect children

Our Human Rights Policy confirms our commitment to respecting internationally recognized human rights and sets out our approach to addressing salient human rights issues. Through our strategic partnership with ICI, we continue to evolve and adapt our CLMRS approach, aiming to include the latest learnings and best practices of the industry. Ecuador, our newest cocoa-sourcing origin, is in the process of establishing its child protection scheme. We also continue to work with ICI and Verité to address forced labor.

Our CLMRS program framework uses a prediction model to identify the risk of child labor incidents more efficiently in high priority geographies such as Côte d'Ivoire. Targeting necessary support at child, household, and community level more effectively enables both remediation (such as access to education) and addressing root causes to prevent future cases.

In Indonesia, by adopting the Community-Based Child Protection approach, we strengthen the capacity of local volunteers in Central Sulawesi to protect children's rights in their community.

Championing children's rights

Hans Wengkau, a cocoa farmer, volunteers with the Community-Based Child Protection committees since 2019 in Poso, Central Sulawesi. As a program leader, he plays an important role in educating his community on the rights of children and addressing the misunderstanding of traditionally accepted child labor. Together with customary institutions, he mediates child abuse cases. His commitment has resulted in gradual but substantial changes in how the community perceives and approaches children's rights.

101,100

farmers monitored through CLMRS or comparable due diligence system to prevent and address child labor

The proportion of farmers monitored by CLMRS increased across our sourcing sites, with IVC notably doubling its results since the last report. Varying outcomes across origins reflect different implementation stages, CLMRS program maturity levels, and farmer turnover rates as of the report cut-off date.

Investing in access to education

7,000

teachers trained in evidence-based teaching practices to enhance learning outcomes and increase attendance in elementary schools as part of the CLEF program with the Jacobs Foundation and the government of Côte d'Ivoire

1,900+

birth certificates secured for children in cocoa-growing families in Côte d'Ivoire as prerequisite for access to education

65

schools and 200 classrooms built or renovated in Ghana to support the necessary infrastructure



Assurance report of the independent auditor

To: the Executive Team of Cargill B.V.

Our conclusion

We have reviewed the selected sustainability indicators as included in the Cocoa Chapter of the 2024 Impact Report (hereafter: “the selected sustainability indicators in the report”) of Cargill B.V. (hereafter “Cargill”) based at Schiphol for the crop-year 2023 – 2024 up until June 2024. A review is aimed at obtaining a limited level of assurance.

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the selected sustainability indicators in the Report are not, in all material respects, in accordance with the applicable criteria.

The sustainability indicators in scope consist of the indicators included in the report in the table on [page 69 and 70](#).

Basis for our conclusion

We performed our examination in accordance with Dutch law, including Dutch Standard 3000A “Assurance-opdrachten anders dan opdrachten tot controle of beoordeling van historische financiële informatie (attest-opdrachten) (assurance engagements other than audits or reviews of historical financial information [attestation engagements]).” This engagement is aimed to obtain limited assurance. Our responsibilities in this regard are further described in the “Our responsibilities for the examination of the selected sustainability indicators in the Report” section of our report.

We are independent of Cargill B.V. in accordance with the “Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten” (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence). Furthermore, we have complied with the “Verordening gedrags- en beroepsregels accountants” (VGBA, Dutch Code of Ethics).

We believe the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Reporting Criteria

The selected sustainability indicators need to be read and understood together with the reporting criteria. The reporting criteria used for the preparation of the sustainability indicators are the applied internally developed reporting criteria as disclosed in the section “Dashboard” on [page 69 and 70](#) of the Report.

Cargill is solely responsible for selecting and applying these reporting criteria, taking into account applicable law and regulations related to reporting.

Materiality

Based on our professional judgment we determined materiality levels for each relevant part of the Report/the sustainability indicators and for the sustainability information as a whole. When evaluating our materiality levels, we have taken into account quantitative and qualitative considerations as well as the relevance of information for both stakeholders and Cargill.

Limitations to the scope of our review

The selected sustainability indicators in the “Dashboard” have been established with the use of third-party data as explained in the notes. We do not provide any assurance on the completeness and accuracy of third-party information.

References to external sources or websites related to the sustainability indicators are not part of the selected sustainability indicators itself as reviewed by use. Therefore, we do not provide assurance on this information.

Our conclusion is not modified in respect to these matters.

Responsibilities of the Executive Team for the selected sustainability indicators in the Report

The Executive Team is responsible for the preparation of the selected sustainability indicators in the Report in accordance with the applicable criteria as described in the “Reporting criteria” section of our assurance report. Furthermore, the Executive Team is responsible for such internal control as it determines is necessary to enable the preparation of the selected sustainability indicators in the Report is free from material misstatement, whether due to fraud or error.

Our responsibilities for the review of the selected sustainability indicators in the Report

Our responsibility is to plan and perform our review in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusion.

The procedures performed in this context differ in nature and timing and are less in extent as compared to reasonable assurance engagements. The level of assurance obtained in a limited assurance engagement is therefore substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We apply the “Nadere Voorschriften Kwaliteitssystemen” (NVKS, Regulations for Quality management systems) and accordingly maintain a comprehensive system of quality management, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We have exercised professional judgment and have maintained professional skepticism throughout the review, in accordance with the Dutch Standard 3000A, ethical requirements, and independence requirements.

Assurance report continued

Our review included amongst others:

- Performing an analysis of the external environment and obtaining an understanding of relevant societal themes and issues, and the characteristics of the company;
- Evaluating the appropriateness of the reporting criteria used, their consistent application related to the disclosure in the sustainability indicators;
- Obtaining an understanding of the reporting processes for the sustainability indicators, including obtaining a general understanding of internal control relevant to our review;
- Identifying areas of the selected sustainability indicators in the Report where a material misstatement, whether due to fraud or error, are most likely to occur, designing and performing assurance procedures responsive to these areas, and obtaining assurance information that is sufficient and appropriate to provide a basis for our conclusion;

- Making inquiries of management and relevant staff at corporate level and those responsible for providing the information for, carrying out internal control procedures over, and consolidating the data to allow reporting on, the selected sustainability indicators in the Report;
- Evaluating the consistency of the selected sustainability indicators with the information in the report which is not included in the scope of our review;
- Evaluating the presentation, structure, and content of the selected sustainability indicators in the Report
- Considering whether the selected sustainability indicators as a whole, including the disclosures, reflect the purpose of the reporting criteria used

We have communicated with the Executive Team of Cargill regarding, among other matters, the planned scope and timing of the review and significant findings that we identify during our review.

Amstelveen, 31 October 2024
KPMG Accountants N.V.
D.A.C.A.J. Landesz Campen RA
Partner

Palm oil

About this chapter

The content in this chapter pertains to calendar year 2023 unless otherwise noted.

