

Addressing grievances

Our system of controls for due diligence is thorough, but we also welcome concerns from third parties when they feel something is not right. We take immediate action to investigate when we receive reports of a problem related to our supply chain. Our **[grievance process](#)** lays out a transparent mechanism for us to review, address, and monitor any concerns as they are raised to us in relation to compliance with our soy policy. This includes documenting who raised the grievance, the farms or organizations being investigated, the status of our investigation, and our findings.

We take grievances seriously. We do not tolerate retaliation against anyone who, in good faith, raises a concern or participates in an investigation or whistleblowing. We prohibit harassment, intimidation, and the use of violence by any employee, supplier, or third-party contractor throughout engagement in our grievance process. Additionally, all suppliers are subject to Cargill’s **[Supplier Code of Conduct](#)** and our **[Policy on Forests](#)**.



326
soy-related grievances
were reported in our
system during calendar
year 2023

72 grievances were related to our supply chain or operations



254 grievances were unrelated to our supply chain or operations



Programs and partnerships

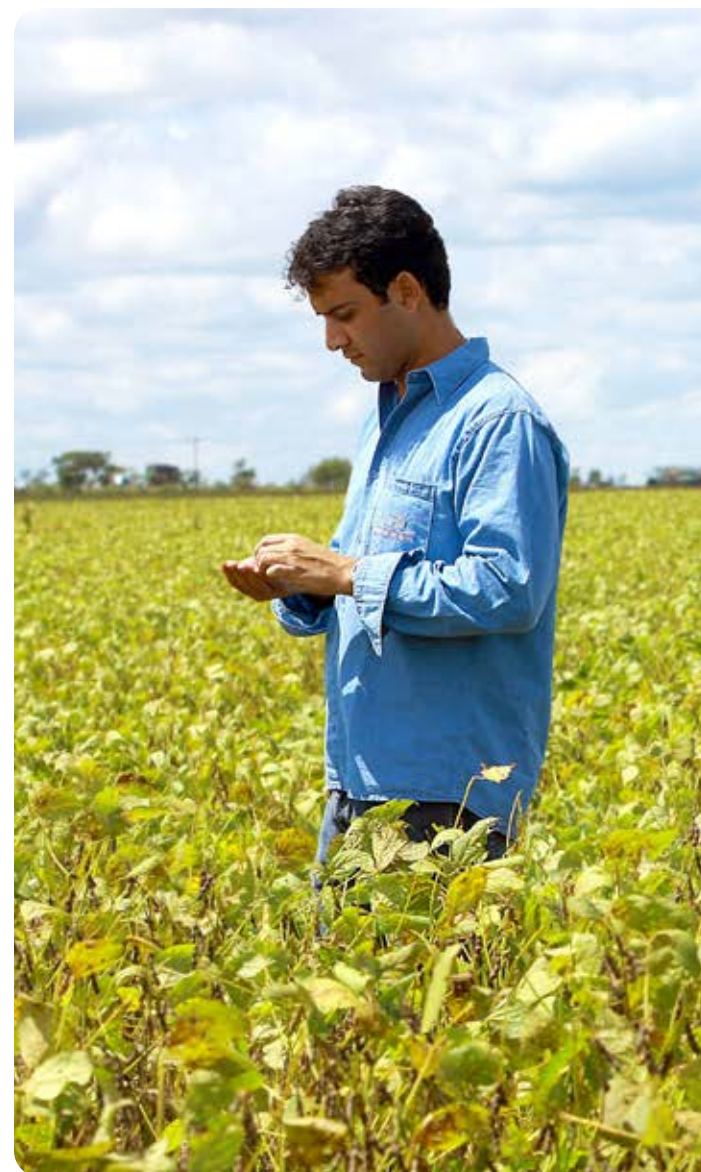
Two frameworks, one commitment

We remain deeply committed to building a more sustainable soy supply chain and halting deforestation connected to the soy we source as part of [our larger approach to land use](#). To do this, we are accelerating progress against our own company target and working with industry peers, farmers, and other stakeholders to drive systemic transformation. This dual approach will help ensure that soy from South America can continue to support global food security and local livelihoods while also protecting the planet.

“Getting deforestation and conversion of natural ecosystems out of soft commodity supply chains is one of the most significant things a business can do for people, nature, and climate. Cargill’s new commitment aligns with a vision that it’s possible to produce food while protecting vital ecosystems.”

Craig Hanson

Managing Director of Programs
WRI



An accelerated timetable

On our pathway to ending deforestation and conversion across our South American soy supply chain by 2030, [we announced in November 2023](#) an accelerated commitment that will help further protect the region’s critical ecosystems. By the end of 2025, all the soy we originate in-country from both direct and indirect suppliers in Argentina, Brazil, and Uruguay will be DCF. This will include both legal and illegal conversion, validated by our leading traceability system.

It’s a testament to our resolve for making real, tangible progress, and it’s been made possible by the hard work of our local teams over the last several years. They have incorporated global Cargill expertise to build an operational model that will enable us to continue connecting soy farmers to world markets.

We are also leveraging the World Resources Institute’s (WRI) geospatial expertise, and other monitoring, reporting, and verification capabilities will help us deliver on our 2025 commitment.

A shared objective

Because no one company can drive systemic change alone, we have joined with several other leading processing and trading companies on the [Agriculture Sector Roadmap to 1.5°C](#). It aims to accelerate existing action on eliminating deforestation linked to soy and other commodities and align with global climate goals in a way that contributes to food security, economic development, and farmer livelihoods. As a sector, it commits us and other signatories to ensuring that all soy we source from the Amazon, Cerrado, and Chaco biomes is deforestation-free by 2025.

Since the roadmap’s launch at COP27, we have been working with other signatories to implement the roadmap collectively and individually. The signatories have established a series of working groups to coordinate our independent efforts and we have actively engaged and advanced several initiatives that allow us to drive impact at the scale needed to achieve long-term, sustainable change.

Programs for regenerative agriculture

As our climate changes, it's clear that our food system needs to change along with it — starting at the farm. Regenerative agriculture practices have the power to sequester greenhouse gas (GHG) emissions, improve water quality and use, and build up healthy soil for the next generation. In South America, we are working to make these practices commonplace by supporting farmers in adopting them.

A one-stop shop in Brazil

To showcase to rural farmers in Brazil that sustainability can empower their operations financially, we launched ReSolu, a new offering that serves as a one-stop shop for them to commercialize regenerative agriculture.

ReSolu is focused on helping farmers adopt sustainable practices in established agricultural areas to improve soil health, as well as helping transition degraded areas to agriculture through agronomic management and regenerative approaches. We built ReSolu using our local expertise, informed by lessons learned from other geographies where we have established ourselves as a market leader in regenerative agriculture with offerings like the award-winning Cargill RegenConnect®.

In addition to giving farmers access to new potential revenue streams and strengthening the resilience of their land, ReSolu will help combat climate change and provide other environmental benefits. We are currently enrolling farmers for this upcoming crop season.

ReSolu's all-in-one approach to regenerative agriculture

Agronomic technical assistance

Helping farmers implement regenerative agricultural practices in the field through regular consultation with our agronomic team

Portfolio of crop inputs

Providing fertilizers, cover crop seeds, and other inputs, often with better financing conditions and incentives due to their participation in the program

Access to green financing

Offering long-term financing through Cargill's banking business in Brazil to help farmers transition practices and bring degraded land into agricultural production

Carbon measurement

Verifying the outcomes of regenerative practices and overall improvements to soil health through leading measurement tools



Programs for regenerative agriculture

Additional work to help soy farmers implement regenerative agriculture in South America includes:

- **Identifying risks:** In Brazil's Maranhão state, we conducted a pilot with agtech firm LandPrint to deploy a digital environmental rating system that would help farmers quantify how their operations impact the surrounding landscape. At scale, such a system could help farmers understand material risks, maintain access to markets and financing, and ultimately incentivize more sustainable agricultural practices. In addition to trialing the system across 5,000 hectares with local farmers, our work together also included farmer training workshops on transitioning to regenerative agricultural practices in their operations. With LandPrint, we also explored how the rating system could help support outcome-based financial mechanisms to incentivize such transitions for farmers.

“The Regenera Cerrado program is of great importance to reassure other producers to also follow the path of producing healthier food and taking even more care of the workforce and our environment.”

Marion Kompier

Soy and corn farmer
in Rio Verde, Goiás

- **Developing a low-carbon soy protocol:** We continued to partner with Embrapa, Brazil's government agency for agricultural research, as well as other companies in the sector to develop [a protocol for low-carbon soybeans](#). This protocol will identify the attributes of soy production that account for lower carbon compared to conventional practices, with the goal of establishing a certification label for the market. In the first year of soil sampling to start testing the protocol in the field, soil samples were gathered from 67 farms. We look forward to generating results in the next year that will help differentiate low-carbon soy.
- **Quantifying benefits:** We also continued to support [Regenera Cerrado](#), a broad environmental study into the benefits of adopting regenerative agricultural practices in the Cerrado biome. In partnership with Embrapa, Instituto Forum do Futuro, Instituto BioSistêmico, and more, our commitment of \$1 million to the project has now covered one full soy crop and corn crop season. Research partners include Goiano Federal Institute, Federal University of Lavras, Federal Rural University of Rio de Janeiro, Federal University of Viçosa, University of Brasília, and State University of Campinas. Researchers are working on 12 farms across 1,600 hectares in Goiás state, with preliminary results pointing to better soil health, easier pest management, and stronger prevalence of pollinators — as well as lower production costs and higher profitability for farmers.

Our regenerative agriculture programs
in South America include more than

74,000 hectares



Land Innovation Fund

The **Land Innovation Fund for Sustainable Livelihoods** was created by Cargill to foster innovative, farm-focused solutions for a sustainable, climate-smart, DCF soy supply chain in South America's Amazon, Cerrado, and Chaco biomes.

Having completed **three years of activity**, the Land Innovation Fund has catalyzed learning about what it will take to drive transformation across the soy sector. Across dozens of projects — some completed, many still underway — the Land Innovation Fund and its partners have developed innovative solutions ranging from new technologies to public policy design and beyond. These have helped drive conversation and collaboration at the local, national, and regional levels.

Projects have also made a significant impact at the farm level, including 2.5 million hectares across all three biomes. Today, 2.2 million hectares are being monitored for environmental compliance and deforestation-free production by solutions developed with the Land Innovation Fund's support. And 41,000 hectares of forests and native vegetation in threatened ecosystems have avoided conversion as farmers have committed to deforestation-free production while participating in its projects.

Photo credit: ILPF Network Association



A snapshot of the Land Innovation Fund's first three years:



Land Innovation Fund

These three projects offer a diverse sampling of the different kinds of collaboration, creativity, and solutions that the Land Innovation Fund supports.

Exploring regenerative practices in Bolivia

Currently ongoing in eastern Bolivia, the PRIAS project promotes regenerative, low-carbon agricultural practices on soy and cattle farms in a transition zone between the Chiquitano, Chaco, and Amazon ecoregions. The aim is to increase crop yields and curb the clearing of forests and native vegetation through regenerative practices that are novel in the country, focusing on soil restoration with a conservation approach. So far, 43 farms are participating in the project, representing more than 120,000 hectares of production. Pilot plots across 400 hectares will provide results that enable farmers to scale up to larger areas, making use of a cutting-edge soil and carbon analysis laboratory that employs technology originally developed by NASA for samples on Mars.

Partners: Foundation for the Conservation of the Chiquitano Forest (FCBC), Regional Consortium for Experimental Agriculture (CREA) in Bolivia, Conservation Strategy Fund (CSF)

Photo credit: Foundation for the Conservation of the Chiquitano Forest (FCBC)

An innovation ecosystem for sustainability in the Cerrado

From 2021 to 2023, the Sustainable Soy in the Cerrado program has supported 28 startups to help protect the Cerrado biome. This groundbreaking initiative has enabled 22 startups to accelerate 18 technological solutions, leveraging expertise from across the sector and offering a unique model to drive innovations for the farm. In particular, the Startup Finance Facility financial mechanism has provided the funding for cultivating a broad range of solutions across environmental compliance, traceability, carbon markets, regenerative practices and soil health, and biodiversity monitoring, among others.

Partners: PwC AgTech Innovation, CPQD, Embrapa, Embrapii

Monitoring carbon and biodiversity in Argentina and Paraguay

This project seeks to better understand the symbiotic relationship between farms' productive areas and conserved areas, as well as how this interaction affects biodiversity and carbon stocks in the soil. On 34 farms covering 154,000 hectares in both Argentina and Paraguay, farmers are receiving tailored recommendations to improve yields and ecosystem services at the same time. This work will pave the way for these farmers to enter carbon markets while also providing data for other farmers' decision-making on a landscape scale.

Partners: ProYungas Foundation, Argentine No-Till Farmers Association (AAPRESID), Moisés Bertoni Foundation



Helping farmers boost sustainable production

Farmers are the key to driving transformation in the soy sector, and solutions need to work for them. Cargill's 3S program, previously known as Triple S, connects farmers to our downstream soy customers that value sustainability. Farmers enrolled in the program can earn a premium in some regions for committing to certain criteria, and they receive technical support from our partners to help them along the way. This is one reason why 3S has long served as a model for continuous improvement in more sustainable soy production.

As part of our new three-year partnership with Solidaridad, we will ramp up work already underway with soy farmers in South America, enhancing conservation, responsible land use, and data collection. The organization has been working with soy growers in Paraguay since 2019 to help them meet the standards of 3S.

4.25 million hectares

Amount of land we are monitoring across South America as part of certification and verification programs such as 3S

For instance, farms enrolled in 3S must have a clear land title, comply with local laws, handle agrochemicals responsibly, and avoid child labor, and the soy they produce must be DCF. Then, farmers implement recommendations for practices related to water quality, regenerative agriculture, and employee training and safety. Solidaridad works with farmers to promote these practices, assess their adoption on the farm, develop individualized action plans, and monitor improvement.

“AB Agri are proud to work closely with our suppliers to establish supply chains that incentivize growers to eliminate deforestation. I have had the opportunity to visit Brazilian soy farmers meeting the requirements of the Cargill 3S program, which includes not deforesting since 2008. Cargill 3S is an approved responsible sourcing scheme for AB Agri, and I believe it makes a real difference at the ground level.”

Hugh Burton

Senior Raw Material Manager
AB Agri

Carl Bielke is a partner at TRACTUR SACI., a soy farm in Paraguay **that has worked with Solidaridad to get enrolled in 3S**. As he puts it: “The program really matched our philosophy: no polluting, no destroying, and trying to leave the place in a better shape than when we arrived.”

Cargill also works with additional partners in other South American countries to continue strengthening the 3S program overall. This year in Brazil, we expanded 3S to Bahia with technical

partner Produzindo Certo, while continuing to work with Instituto BioSistêmico in other Brazilian states as we have in the past. And we are also in the process of relaunching 3S origination in Argentina.



Other engagement across the sector

Getting ready for EUDR

The EUDR prohibits placing or making available relevant products linked to deforestation on the EU market. Cargill shares the European Union's objective of combating deforestation and forest degradation linked to the production of agriculture commodities and products. The EUDR reflects many of Cargill's commitments to increasing transparency and traceability in our supply chains. When the regulation takes effect, all referenced supply chains must implement measures to ensure they are deforestation-free.

Engaging with indirect suppliers

To ensure due diligence on human rights, we engaged with our indirect suppliers in Bolivia and Brazil to set clear expectations around our own policies and understand the policies and

processes they have in place. In Bolivia, the engaged indirect suppliers represent the major crushing companies in the soy sector and make up almost 100% of the volumes we originate from the country.

Supporting a smart mix of solutions

As members of the Soft Commodities Forum (SCF), we continue to support implementation of the Farmer First Clusters. This initiative employs a tailored, smart mix of farmer-focused solutions in different landscapes of Brazil's Cerrado biome to address deforestation and conversion. With design completed in 2023, soy farmers have begun enrolling in Farmer First Clusters, **with nearly 200,000 hectares signed up** by early 2024.