

Culture, Engagement, & Inclusion

ADM is a truly global company of 44,000 employees working together to achieve extraordinary results connected to our purpose of unlocking nature and enriching life.

Our talented colleagues can be found in a wide variety of roles - including front-line employees who enable the production of ADM's products, R&D professionals who innovate to deliver science-backed solutions from nature, supply chain experts who deliver to customers all over the world, engineering teams who continuously improve our manufacturing operations, sales and commercial teams who work closely with customers, and so many more.

Our culture is grounded in the values of integrity, respect, excellence, resourcefulness, teamwork, and responsibility. We believe that cultivating an inclusive culture of care and continuous learning for our colleagues is a critical lever to help ADM to continue innovating, driving growth through customer focus, and delivering outstanding performance for shareholders.

ADM provides opportunities for all members of our diverse, global workforce to make meaningful contributions to the company's success. We continually provide development opportunities to our colleagues to build skills and experiences that help to deliver our strategy. This is done through formal learning programs, on-the-job development, as well as structured mentoring and coaching programs available globally.

In 2024, ADM conducted an all-colleague listening survey to measure colleague perspectives on engagement, enablement, and

inclusion. The insights from this survey served as an input to a new quarterly cultural scorecard that tracks various measures - including new joiner sentiment, employer brand sentiment, employer brand reputation, and attrition. These efforts support our ability to effectively measure the impact of culture on business results.

ADM's Global Week of Understanding is a signature week-long investment focused on continuous learning and strengthening our culture. The week features keynote presentations, training

programs, roundtable sessions, and onsite activities that foster an environment where all can thrive, and diversity of perspectives are harnessed to fuel innovation and growth.

ADM's Employee Resource Groups (ERGs) are voluntary, employee-led groups where colleagues with shared experiences or interests can come together to build a sense of community and engage in personal and professional development. Our ERGs are open to all employees and offer forums that foster collaboration, connection, and learning.



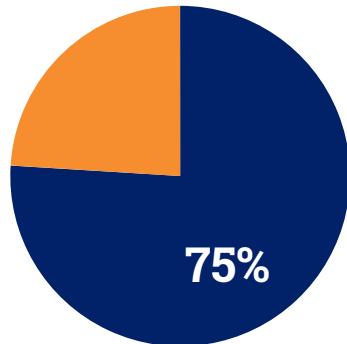
Health and Safety

Employee Safety

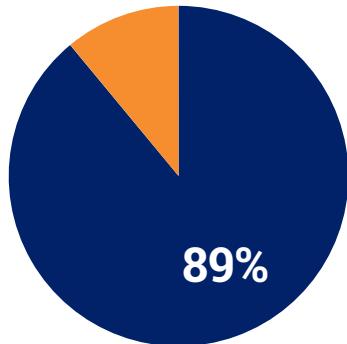
ADM is committed to a safe and reliable culture that protects our people and processes. By fostering a highly engaged workforce that is proactive and relentlessly focused on risk reduction, we aim to ensure that every colleague returns home safely to their families and the things that matter most.

In 2024, 75% of our sites completed the year with zero injuries and approximately 89% with no lost-workday injuries. Our colleagues delivered a year-over-year reduction of 31% in tier 1 and 2 process safety incidents. In addition, our Decatur complex achieved significant safety improvements in 2024 with no serious injuries.

Sites with Zero Injuries



Sites with Zero Lost-Workday Injuries



Globally, we had one ADM colleague fatality and nine serious injuries. We continue to take steps to further enhance our workplaces through occupational safety and process safety

improvements with a goal of zero fatalities. Through the guidance of the Environmental, Health, and Safety Technology Center, we are advancing impactful safety initiatives, including:

- Driving excellence in Life-Critical Standards
- Encouraging proactive use of Stop Work Authority
- Expanding Total Process Safety training at all organizational levels
- Providing focused support to our highest-risk sites

As defined by OSHA, we track and report our annual Total Recordable Incident Rate (TRIR) and Lost Workday Incident Rate (LWIR), based upon the number of incidents per 100 employees (or per 200,000 work hours). In 2024, the TRIR and LWIR values were 0.69 and 0.23, respectively, excluding unsupervised contractors.

Looking ahead to 2025, ADM is focused on efforts to reduce serious injuries and total recordable injury rate. We are no longer tracking safety performance against a 2020 baseline. Instead, we are exploring new targets that are aligned with industry best practices and that support actions and behaviors that will allow us to continue to improve. We are also developing an incident severity index that will allow for a meaningful comparison of incidents across geographies and over time.

Employee Health Programs

ADM continues to provide access to several virtual health support programs for our colleagues. In 2025, our digital health partner, Hinge Health, will begin offering Women's Pelvic Health Programs

at no cost to our colleagues and/or their spouses who are enrolled in an ADM medical plan. Additionally, access to Hinge Health can help employees suffering from muscle or joint pain. Participating colleagues can work with a virtual care team to assess and develop a personalized exercise plan, reduce pain, and find physical therapists. We also provide mental health support through TELUS Health, weight management support through Wondr Health, hypertension and diabetes care through Teledoc Health, and a smoking cessation program in partnership with the American Cancer Society Quit for Life® program.



Food Safety and Quality

We believe food is fundamental to quality of life, and expanding access to nutrition is a foundational piece of how we fulfill our purpose. The safety and security of our world's food and feed supply chains are of critical importance to that work. That's why at ADM, we continually review and improve our food safety systems and procedures, including good manufacturing practices for human and animal food. We also develop and implement risk-based preventive controls and critical control points for human food based on hazard analysis. Our facilities, processes, and procedures undergo regular evaluation to assess the risk of product contamination, and we implement a variety of safeguards and security concepts to reduce those risks. We built our Food Safety and Quality program to continually drive toward safety, center on customers and focus on quality.



Food Safety Driven



Customer Centered



Quality Focused

Food Safety Driven

Utilizing our customized "Integrated Risk Management" application, we are able to proactively monitor and provide focused support across the organization through subject matter expertise, resources, and global verification procedures to ensure conformity to strict food safety standards.

In 2024, ADM increased our number of sites certified under Global Food Safety Initiative (GFSI) schemes to a total of 330.

Customer Centered

Our Quality and Food Safety Center of Excellence keeps the customer at the center of all we do. Whether an internal or external customer, we strive to provide the highest quality product and service. Tools such as our Quality Management System (QMS) help to align everyone on best practices to ultimately satisfy all of our customers.

Quality Focused

In September 2024, we held our fifth annual Global Food Safety Week for our colleagues around the globe to provide a dedicated time to refresh knowledge of best practices and refocus on the program. The theme this year was "Quality in Customer Excellence" to highlight the fact that quality is truly the key to achieving excellence in serving our customers. We hosted

activities to reinforce and educate our team on the critical role that quality plays when it comes to our customers and to reinforce ADM's culture of Food Safety and Quality. In 2024, we continued to create dynamic and engaging training targeted to our colleagues in various departments to highlight the link between all roles and Food Safety and Quality outcomes.

Safety and Quality Drive Innovation in Rapid Mineral Testing

The "Method Tool for Mineral Control" project, based in Tepatitlán, Mexico, has made significant strides thanks to an internal cross-functional team. This initiative focused on developing a rapid mineral testing method to enhance quality control and consistency in premixes. This project is crucial to ADM's commitment to enhancing the quality and safety of our products. The new rapid testing method advances our goals of safety and quality, focusing on people, food, and feed. The new method is faster and more efficient than traditional approaches, with reduced preparation and analysis times; delivers reproducible, constant values; can analyze up to 90 minerals on the periodic table; and requires no chemical reagents.

Human Rights

Salient Risks

ADM engaged with a third-party organization to conduct a formal salience assessment, evaluating human rights risks across our entire value chain, regardless of the scale or the far-reaching nature of the issue.

Open dialogue among ADM teams, affected communities, and NGOs helped determine the salient risks within our supply chain based on the likelihood of occurrence and severity of the potential impacts on people and their communities.



Child Labor



Forced Labor



Gender
Discrimination



Health & Safety



Impacts on
Communities



Just Transition in
Agriculture



Living Wages

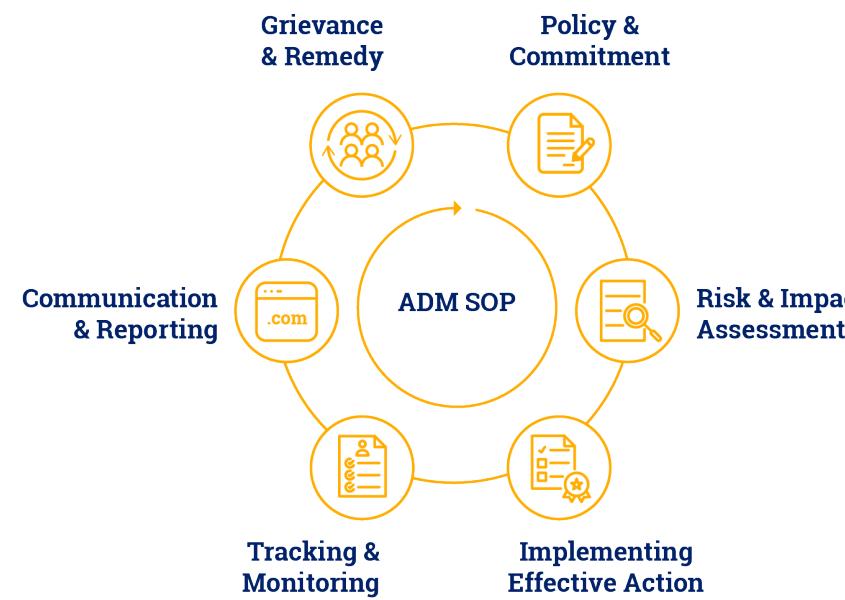
Recently, we incorporated the findings of the salience assessment into our supply chain due diligence process to enhance the accuracy of our risk assessment. The integration allows a systematic identification of high-risk geographies, commodities, and suppliers, helping to mitigate potential negative impacts.



Supply Chain Due Diligence

ADM's Human Rights Due Diligence Framework provides a clear guide for identifying, preventing, resolving, and mitigating the negative impacts on people and the environment within our supply chains. It is based on the United Nations Global Compact (UNGC) Framework and the United Nations Guiding Principles on Business and Human Rights.

In 2024, we performed a human rights risk assessment based on the social risks associated with sourced commodities and the salient risks in the country of origin of the commodities.



Our [Supply Chain Due Diligence Report](#) summarizes our efforts and highlights case studies that illustrate some of the many actions that we take to prevent and mitigate identified risks. Our actions work to improve the livelihood of communities, promote fair labor conditions, and unlock the potential of local suppliers.

Grievance Mechanism

ADM offers two channels for reporting human rights concerns regarding noncompliance with ADM's policies, local laws, and regulations.

Interested stakeholders can contact the [ADM Way Helpline](#) and anonymously submit questions or concerns regarding our [Code of Conduct](#) and business ethical standards. Additionally, we welcome external parties, including individuals, government organizations, and non-governmental organizations to send any concerns regarding the [Policy to Protect Forests, Biodiversity, and Communities](#) and our [Human Rights Policy](#) through email to responsibility@adm.com.

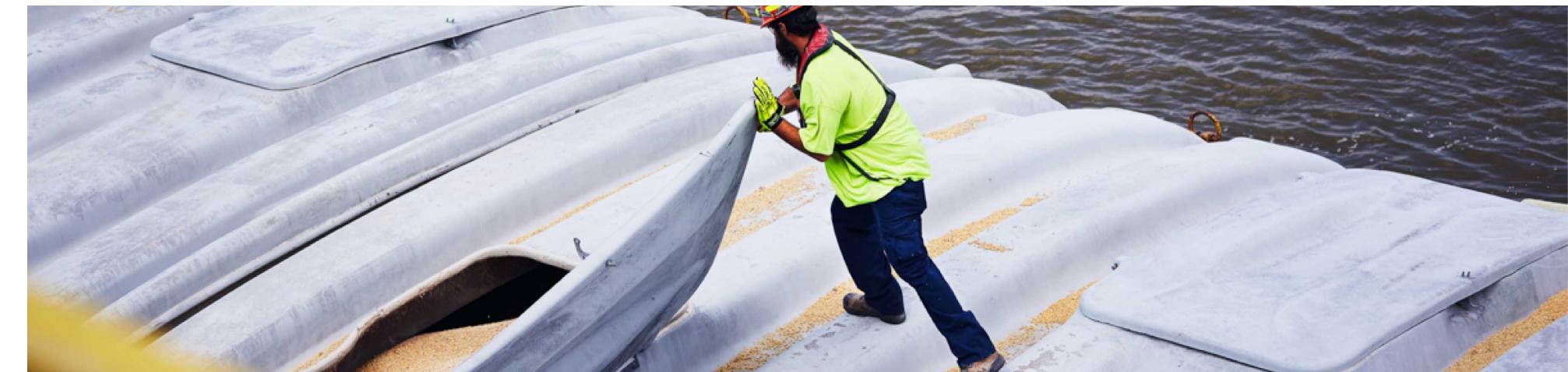
SEDEX & EcoVadis

We invest in our people and strive to create a workplace where they can thrive. For over a decade, we have been evaluating the environmental, health and safety, and labor conditions of our facilities through internal and external audit programs.

Our company uses Sedex and EcoVadis to identify risks within our operations and supply chains related to labor standards, environmental, health, and safety conditions, and business ethics. We have more than 115 sites registered on Sedex, and currently link to more than 900 suppliers on the platform. Additionally, more than 30 ADM entities have been evaluated through EcoVadis assessments.

At the ADM facilities audited in 2024, there were no fees charged to jobseekers in exchange for employment, and no collateral was taken in the form of money, identification, or other personal belongings without the workers' consent as a condition of employment by ADM or contracted companies. No human trafficking or forced labor of any kind was observed.

Our sites' performance in these responsible sourcing assessments and audits demonstrates the alignment of our facilities with our environmental, health, and safety commitments. By leveraging these platforms, we not only uphold our commitment to ethical sourcing but also foster stronger partnerships with our suppliers, creating a more transparent value chain.



Community Engagement & Global Impact

ADM Cares

At ADM, we believe in the concept of shared value creation. Our corporate social investment program, ADM Cares, aligns corporate giving with our business strategies and sustainability objectives. Through the program, we work to sustain and strengthen our commitment to communities where we work, live, and operate by directing funding to initiatives and organizations driving meaningful social, economic, and environmental progress.

Our goal is to bolster the communities where ADM employees reside and work by allocating resources, volunteer efforts, and industry expertise to projects and organizations that drive meaningful progress. ADM Cares maximizes our societal impact across the globe, and by collaborating with partners, we magnify the effect of our philanthropic endeavors, making a difference in the lives of individuals worldwide.

In 2024, ADM Cares grants were focused on three key areas in line with our mission of unlocking nature to enrich lives: sustainability, food security, and health and well-being. The ADM Cares team assesses potential projects to ensure they meet specific criteria and contribute to our objectives in these focal areas. The impact of projects supported by ADM Cares is evaluated through annual reports to continually assess community needs and address pressing issues.

Colleague Volunteering

Colleague engagement plays a vital role as well, fostering a sense of pride and purpose among ADM employees who are directly involved in supporting and implementing these initiatives. Together, in 2024, colleagues volunteered close to 8,500 hours in ADM communities around the world. In our EMEA region, our teams participate in a regional Volunteer Week, encouraging teams and individuals to volunteer with local causes, with plans to expand activities to the entire global ADM team in the future. Colleagues band together across regions to address food insecurity by supporting local food banks through collections and onsite packing events. Environmentally focused volunteer events include tree planting, river cleanups, and wildlife restoration projects. Through these collaborative efforts, ADM Cares not only enriches lives in our communities, but also cultivates a sustainable and prosperous future for people across regions.

2024 ADM Cares Spending

