



Global Responsibility

2021



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INTRODUCTION



Jeffrey L. Harmening
Chairman, Chief
Executive Officer
General Mills

To our stakeholders

At General Mills, we know everything we do, from how we grow and source our food, to the care we take in producing it, touches the lives of people and communities – now, and for years to come. We're determined to have our work lead to a better future for everyone. Our greatest impact lies in working to alleviate hunger, expanding innovative agricultural methods that slow climate change and strengthening our communities, all so we can continue making food the world loves long into the future.

The events of 2020 called us to focus on and slightly amend our purpose. As the COVID-19 pandemic increased food insecurity around the world, we pledged to make food the world loves – and needs. We launched a manufacture-to-donate initiative, making food and distributing it with the singular goal of helping feed children and families in need as schools closed and many people experienced hardships. We put in place new measures to keep our employees safe. We increased our charitable giving, providing greater financial and food resources to help meet unprecedented need. And we volunteered more than 8,000 hours in the communities we are honored to serve.

When a long overdue conversation on racial injustice and social inequalities began in our hometown, we met the moment again. We reinforced the importance of using our scale to drive sustainable and meaningful change. We made new commitments to help achieve greater equity in food access, education and representation and strengthened our resolve to make a positive impact on upholding human rights in all our communities around the world.

As we look to the challenges ahead, we begin with the firm belief that a global food company can be a force for good. The natural resources that we depend upon are being reduced as the world's needs increase, and simply sustaining the status quo is not enough. We will invest in the potential of agriculture to ensure a thriving future for both people and planet – and encourage others to do the same. To that end, we are working to drive meaningful change through regenerative agriculture, a holistic approach to farming that improves environmental, social and economic resilience.

In our 51st year of reporting our social and environmental performance to stakeholders, we remain committed

to disclosing our progress, as well as our struggles. We continue to support key global efforts to advance the sustainability agenda, including the United Nations Global Compact, which we have endorsed since 2008.

We believe food is too precious to waste, too needed not to get eaten and too in danger of running scarce. While we are proud of our progress in working with farmers and food banks to ensure food remains plentiful, we have more work to do and are committed to continuing to use our scale for good.

Sincerely,

A handwritten signature in black ink that reads "Jeff Harmening".

Jeff

Company overview

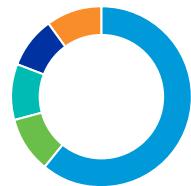
Our purpose



Key metrics

NET SALES BY SEGMENT, FISCAL 2020*

(percentage of total)

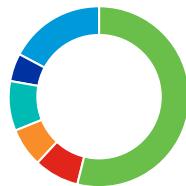


- North America Retail 61%
- Convenience Stores and Foodservice 10%
- Europe and Australia 10%
- Asia and Latin America 9%
- Pet 10%

Total: US\$17.6 billion

CARBON FOOTPRINT, FISCAL 2020

(percentage of total)



- Agriculture and transformation 54%
- Packaging supply chain 8%
- Producing 7%
- Shipping 9%
- Selling 5%
- Consuming 17%

Total: 17.4 million metric tons CO₂e

*Does not include US\$1.0 billion of net sales from joint ventures.

Our brands

General Mills produces and markets more than 100 consumer brands in more than 100 countries on six continents.



Highlights in 2020

At General Mills, we work to create holistic value throughout our supply chain, from agriculture and operations to our consumers and communities. Below are some highlights of our progress in fiscal 2020.

FOOD

96%

of our company-owned production facilities are Global Food Safety Initiative (GFSI) certified.



43%

of General Mills global volume met the company's criteria as Nutrition-Forward Foods.



#1

General Mills is the largest provider of natural and organic packaged food in the U.S.*



PLANET

1 million

We will advance regenerative agriculture on 1 million acres of farmland by 2030.



100%

of our 10 priority ingredients are sustainably sourced.**



↓16%

Our greenhouse gas emissions footprint decreased 16% in 2020 compared to 2010.



PEOPLE

86%

of our employees say that General Mills is a great place to work, up 6% from 2019.



50%

of professional positions and 32% of company officer positions globally are held by women.



0.85

Our global total injury rate was 0.85 injuries per 100 employees in fiscal 2020, significantly below food-industry averages.



COMMUNITY

\$92 million

We gave US\$92 million to charitable causes in fiscal 2020, including General Mills Foundation grants, corporate contributions and food donations.



83%

of our employees worldwide volunteered in their communities.

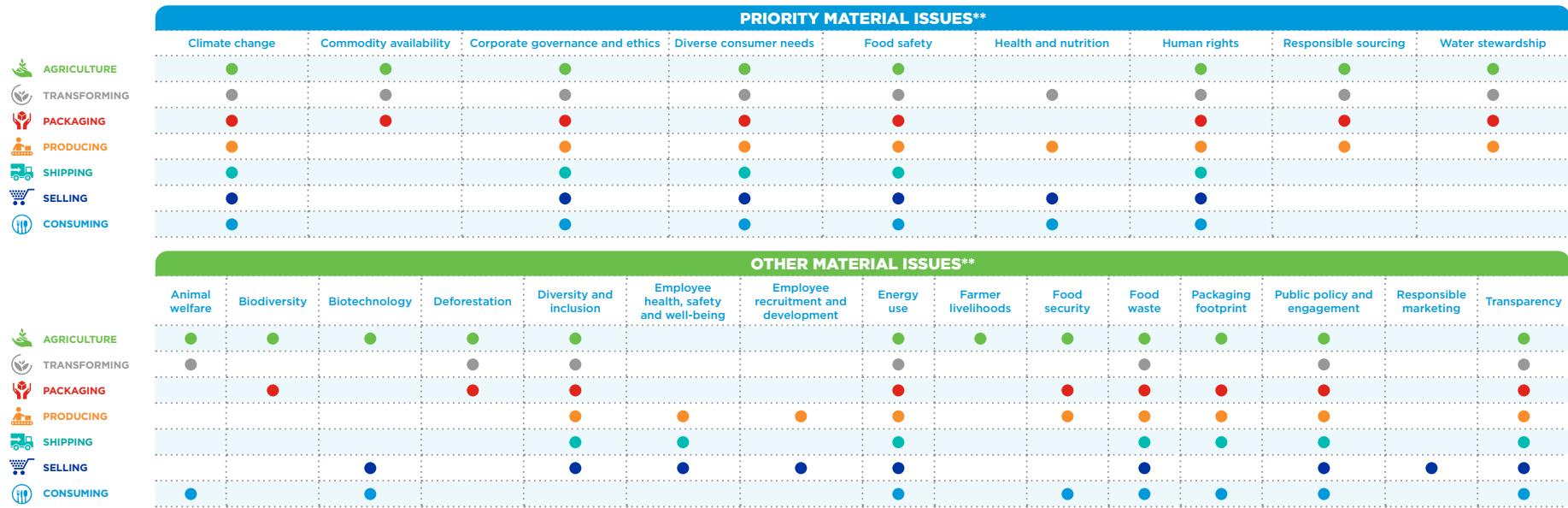


*Includes food for both humans and pets. Source: SPINS CY2020, Total - US Mulo, Natural Enhanced Channel and Pet Channel.

**See the definitions of sustainably sourced for our 10 priority ingredients on page 71.

Materiality*

This table summarizes the issues that are most material to our global responsibility strategy, based on a [materiality assessment](#) conducted in 2018. It includes several priority issues ranked highest by our stakeholders. We describe information about our approach to and progress on these issues throughout this report and in the [Global Reporting Initiative \(GRI\) index](#). **GRI 102-46, 47**



*In this report, the terms "material" and "materiality" refer to topics that reflect General Mills significant environmental and social impacts or that substantially influence our global responsibility strategy. We are not using these terms as they have been defined by securities laws in the United States or in the context of financial statements and financial reporting.

**Circles note value chain phases for each relevant issue.

Priority material issues: Goals and performance

Issue	Commitment/Goal	Progress		
		2018	2019	2020
Food safety	Ensure facilities worldwide are audited and/or certified by independent third parties using globally recognized food safety criteria (% of facilities)	100%	100%	93%*
	Achieve Global Food Safety Initiative certification of all General Mills owned facilities (% of facilities)	84%	91%	96%
Health and nutrition	Global production volume meeting criteria as Nutrition-Forward Foods (% of global volume)	N/A	45%	43%
Diverse consumer needs	New product launches in the U.S. (number of SKUs)	268	342	319
Climate change	Reduce absolute GHG emissions across our full value chain by 28% by 2025 and 41-72% by 2050 (% change compared to 2010)	-13%	-17%	-16%
	All General Mills brands will design 100% of packaging to be recyclable or reusable by 2030 (U.S. data reported, by weight)	89%	88%	88%
	Reduce energy use by 2% annually (% change)**	-1%	2%	-1%
	Achieve zero waste to landfill at 30% of our owned production facilities by 2020 and 100% by 2025 (% of production facilities)***	20%	24%	30%
Water stewardship	Champion the activation of water stewardship plans for the company's priority watersheds by 2025	Ongoing (see pages 25-27)		
	Reduce water withdrawal by 1% annually (% change)**	-5%	-7%	1%
Sustainable sourcing	Sustainably source 100% of our 10 priority ingredients by 2020 (%)	85%	91%	100%
Regenerative agriculture	Advance regenerative agriculture on 1 million acres of farmland by 2030	Measurement in progress (see page 36)		
Human rights	Advance respect for human rights across our value chain	Ongoing (see pages 48-49)		

*Due to audit timing delays in Brazil caused by COVID-19, we did not complete 100% of audits during the fiscal year.

**Applies to all General Mills owned production facilities. Normalized to production.

***These facilities sent no waste to landfill or incineration without energy recovery. Data includes facilities that were operating at the end of each fiscal year.

Oversight

The General Mills leadership team has ultimate accountability for the company's global responsibility programs and performance. The team, led by Jeff Harmening, Chairman and Chief Executive Officer, meets regularly and receives input from internal and external experts. The Board of Directors' Public Responsibility Committee provides oversight and receives regular updates from the operating teams.

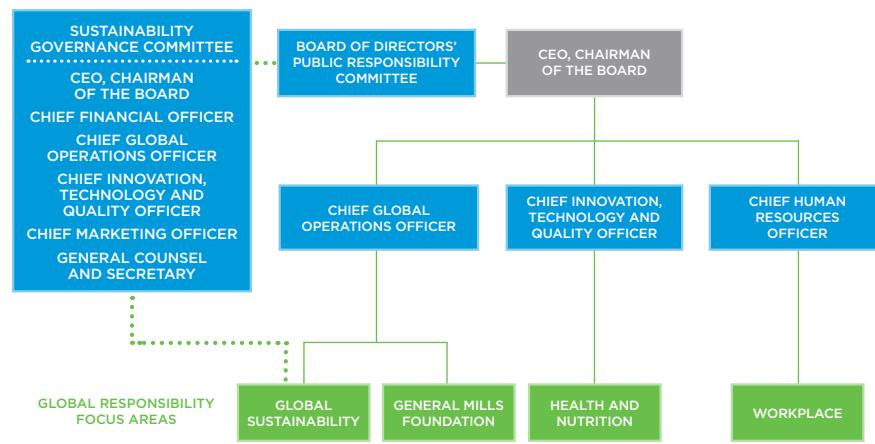
Our Chairman and Chief Executive Officer also convenes the Sustainability Governance Committee three times per year. The role of the Committee is to

approve and monitor strategy, policy and key investments related to sustainability.

Additional details about leadership and governance related to specific global responsibility issues are included in relevant sections of this report.

See [Corporate Governance](#) to learn more about the company's broader corporate governance structures and processes, including its [Public Responsibility Committee](#).

GRI 102-19, 20, 26, 32



△ This graphic outlines governance and management of global responsibility focus areas at General Mills.

Stakeholder engagement

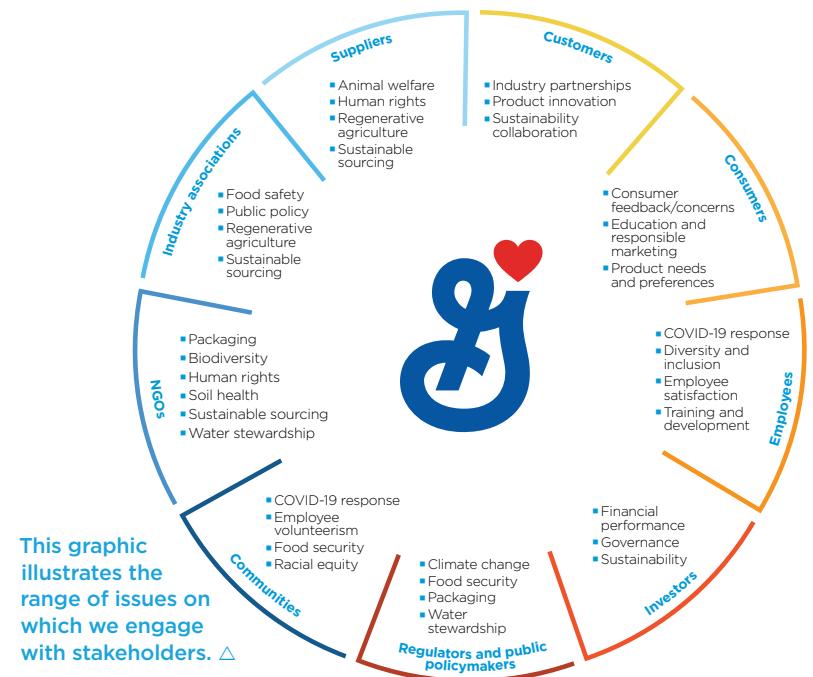
At General Mills, we engage with stakeholders to accelerate progress on social and environmental initiatives. Our approach includes open dialogue, collaboration and transparent disclosure. This strengthens our ability to balance business and societal interests; build robust relationships globally across sectors; and ultimately, identify innovative solutions that create shared, sustainable value.

We are working to address shared issues – such as health and nutrition, racial equity, climate change and water stewardship – so collaboration is essential to achieving long-term, enduring progress. We work with other companies and organizations to shape standards across the consumer packaged goods industry, which elevates overall sector performance.

We engage on issues that are material to our global responsibility strategy and where we can have a substantial positive impact. When engaging with stakeholders, we assess potential alignment on objectives, organizational expertise, capacity, influence and willingness to collaborate.

For example, in response to social inequalities in our headquarters community, Chairman and CEO Jeff Harmening signed a [joint statement](#) issued by the CEOs of several major employers in Minnesota and also directly engaged to urge state legislators to adopt policing reforms. This action resulted in the passage of substantive reforms, including more effective training for officers and changes to the arbitration process to hold officers accountable for their actions.

GRI 102-40, 42, 43, 44



United Nations Sustainable Development Goals

General Mills supports the United Nations (UN) [Sustainable Development Goals \(SDGs\)](#), and we focus on the goals that align with the company's material issues and areas of long-standing commitment, investment and progress.



Public policy

At General Mills, we engage in public policy issues that are important to our company and stakeholders. We are committed to conducting these activities in an accountable and transparent manner. We articulate our approach and priorities in our [Public Engagement for the Greater Good](#) area of our website, and actively engage in public policy to advance our priorities in five key areas:

■ Protecting and preserving our planet:

- ◆ Leading on regenerative agriculture – General Mills is a leading voice on regenerative agriculture. We encourage collaboration and investment by governments and the private sector, such as our support for the [Soil Health and Income Protection Program \(SHIPP\)](#).
- ◆ Combating climate change – We support a comprehensive, national climate policy; joined Ceres' LEAD on Climate 2020 Day calling for action; have publicly called for

the U.S. to remain in the [Paris Climate Accord](#); and support the U.S. Environmental Protection Agency's (EPA) [Clean Power Plan](#). See a list of our public actions [here](#).

- ◆ Supporting stronger organic standards – We work to promote and protect the integrity of organic standards and advance their continuous improvement. Learn about our support for the [National Organic Standards Board \(NOSB\)](#) and the [Organic Agriculture Research and Extension Initiative \(OREI\)](#).
- ◆ Advancing water stewardship – We engage policymakers to drive more sustainable water practices in key watersheds, like California and Kansas. [Learn more](#).
- ◆ Addressing packaging and food waste – We promote policies to effectively and efficiently increase [packaging](#) recycling rates and reduce waste. In the U.S., we are a

leader in [AMERIPEN](#) – the American Institute for Packaging and the Environment – and are actively engaged in multiple [coalitions](#) aimed at reducing food waste.

- **Delivering nutrition:** We work to advance nutrition priorities, including support for strong Dietary Guidelines for Americans, the U.S. Food and Drug Administration's (USDA) efforts to reflect the newest scientific information on the definition of "healthy," strong U.S. school nutrition standards, and the Supplemental Nutrition Program for Women, Infants and Children (WIC).

- **Ensuring safe food:** We strongly support the Food Safety Modernization Act (FSMA) and its goal of raising food safety standards across the food value chain. We have consistently called on Congress to continue adequate funding for FSMA implementation. [Learn more](#).

■ Increasing food security and strengthening communities:

- ◆ Increasing food security – At the federal level, we are a longtime supporter of [The Congressional Hunger Center](#). We also work with numerous partners to advance policy at the state level.
- ◆ Protecting people – We advocate for inclusive public policies and add our voice to help lead change, including for [inclusive U.S. immigration](#) and [LGBTQ+ policies](#).
- ◆ Strengthening our communities – We develop important community partnerships that drive economic growth, increase connections and improve equity. For example, in 2020 our CEO joined other leaders in signing the [Minnesota Business Partnership letter calling for policing reforms](#). Learn more about our actions to advance racial equity in the [People](#) and [Community](#) sections of this report.

- Informing consumers and increasing awareness:** We support public policy efforts to inform our consumers about our products. For example, we are active members of several organizations that provided comments to the USDA requesting that [more information](#) about bioengineered ingredients be made available to consumers, not less. Learn more about initiatives to increase transparency in the [Food](#) section of this report.

Compliance: We comply with all lobbying regulations where applicable and file regular reports on our lobbying activity. General Mills is registered as a lobbying entity at the federal level for the [U.S. House of Representatives](#) and [U.S. Senate](#) and in the states of [Minnesota](#) and [California](#).

Political contributions and memberships

Our [civic policy](#) describes our approval process for corporate political contributions. The [Public Responsibility Committee](#) of the Board of Directors oversees the company's political activities, including our policy, disclosure of corporate political contributions, membership in major trade associations and independent political expenditures (although the company has not made any). We made no direct political contributions in 2020. For details and historical information, see our [2005-2020 civic involvement reports](#).

The [General Mills Political Action Committee \(G-PAC\)](#) is run by employees and uses employee funds to make

political contributions to federal and, in limited cases, state candidates. No corporate treasury funds are used for federal candidate contributions, but as allowed by law, the company pays G-PAC administration costs. All G-PAC transactions are publicly disclosed via reports available on the [Federal Election Commission](#) website. General Mills also advances its mission by partnering with [trade associations and other independent organizations](#) that share our goals, including:

- International organizations, such as [EuroGlaces](#) and the [Brazilian Association of Food Industries](#).
- U.S. public-policy-focused organizations, such as the [Consumer Brands Association](#) and the [National Association of Manufacturers](#).

- State or provincial agencies, local chambers of commerce and manufacturing organizations, such as the [Minnesota Chamber of Commerce](#) and the [Ohio Manufacturers Association](#).

We report details about our largest U.S. trade association memberships annually in our civic involvement reports. We do not belong to, or make payments to, any tax-exempt organizations in the U.S. that write and endorse model legislation.

Accountability: In 2020, the Center for Political Accountability rated General Mills as one of the top "Trendsetters" in its [CPA-Zicklin Index of Corporate Political Disclosure and Accountability](#). This ranking, which includes all companies in the Standard & Poor's 500 Index, maintained our leading performance from past years.

GRI 415-1

About this report

The General Mills Global Responsibility Report describes our commitments, goals, programs and performance across a broad range of issues. The company's Global Sustainability team has responsibility for the development of the report. Ultimate accountability lies with the General Mills leadership team ([see page 5](#)).

The report is structured to explicitly align with the company's material global responsibility issues.

The Global Responsibility Report is an important part of a broader set of disclosures that provide stakeholders a multifaceted description of General Mills performance, including the company's [annual report](#), [SEC filings](#) and [annual proxy statement](#).

Report scope

- The report covers the company's global operations in fiscal 2020 (53 weeks ended May 31, 2020), except where noted otherwise.
- Data for 2020 Scope 1, 2 and 3 GHG emissions have been verified by Apex Companies, LLC. For details, see the [Environmental data summary](#) and [Greenhouse gas emissions](#) sections in the Appendix.
- Unless otherwise noted, data in this report is not externally verified and may occasionally be restated due to improvements in data collection methodology.
- Actual results may vary significantly from expectations expressed or implied in this report. Undue reliance should not be placed on forward-looking statements,

which speak only as of the date they are made. We do not undertake to update or revise any forward-looking statements, except as required by law.

Stakeholder input

For the last several years, General Mills has engaged [Ceres](#) to convene a group of external stakeholders to provide input on our annual Global Responsibility Report.

This year, 11 stakeholders, including investors, NGO representatives, corporate practitioners and industry experts, provided feedback on a detailed report outline. We value this input and have incorporated much of their feedback into the report.

Reporting standards

- This report references the [GRI 2016 Sustainability Reporting Standards](#), as well

as the Food Processing Sector Supplement. See the [GRI index](#) for details.

- This report references the [Sustainability Accounting Standards Board \(SASB\) Processed Foods Standard](#). See the [SASB index](#) for details.
- General Mills endorsed the principles of the [UN Global Compact](#) in 2008. This report serves as the company's annual Communication on Progress. See the [UN Global Compact index](#) for details.

Feedback

We welcome your comments about this report. Please send any feedback to Corporate.Response@genmills.com.

GRI 102-49, 50, 53, 54, 56



Food

At General Mills, our purpose is making food the world loves.



IN THIS SECTION

[Nutrition](#)

[Diverse consumer needs](#)

[Food safety](#)

[Consumer education and marketing](#)

[Transparency](#)

43%

of General Mills' global volume met the company's criteria as Nutrition-Forward Foods in fiscal 2020.

96%

of our company-owned production facilities are Global Food Safety Initiative (GFSI) certified.

#1

General Mills is the largest provider of natural and organic packaged food in the U.S.*

Nutrition

► Material issue | GRI 416-1, FP4, 6, 7

Our approach

Our goal is to provide a diverse portfolio of products that contribute to the well-being of consumers and meet a variety of needs. We are committed to making food with passion and putting people first by improving the variety, nutrient density, affordability and accessibility of our products.

Our aspiration: We recognize the importance of sustainable food systems to feed a growing global population with nutritious food. Thus, we aspire to produce nutrient-dense foods made with ingredients that are grown using regenerative agriculture practices. Learn more about our leadership in regenerative agriculture and our sustainable sourcing practices in the [Planet](#) section of this report.

Investment in research: We invest in research and development (R&D) to improve the nutrient density of our products and help us better understand

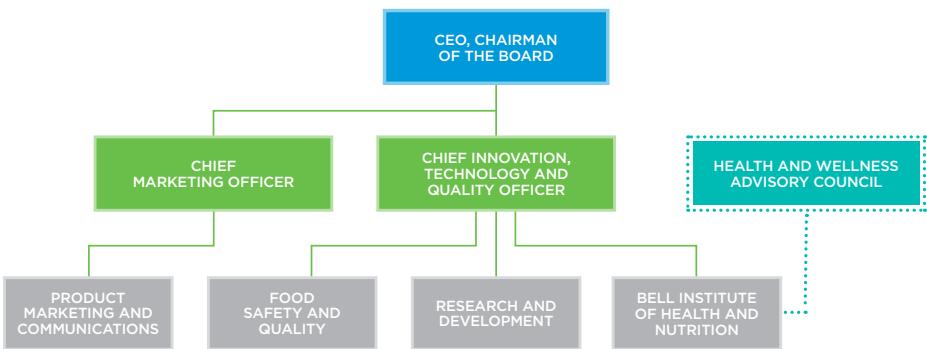
the impact of food on health and wellness. We believe in cross-sector dialogue and diverse partnerships to advance nutrition research in support of public health. We collaborate with a range of scientists, universities, consortiums, and organizations across the globe to advance nutrition science and help answer multifaceted nutrition problems. We are dedicated to discussing our policies and practices openly and transparently.

Bell Institute of Health and Nutrition: General Mills' global Bell Institute of Health and Nutrition is the company's source for scientific health and nutrition expertise that creates value and growth for General Mills. The Bell Institute influences General Mills' product development through:

- Nutrition science research
- Insights on nutrition claims and regulatory matters
- Health communications to customers, nutrition professionals and consumers

Sustainable diets

General Mills is a leader in regenerative agriculture, a suite of farming principles that helps rebuild soils and strengthens ecosystems and farming communities. By applying regenerative practices to growing grains, like oats for *Cheerios®*, we can help to sequester carbon in the soil to reduce greenhouse gas emissions, while delivering whole grains to our consumers. Learn more about our commitment to advance regenerative agriculture.



- Nutrition recommendations for product innovation and reformulation

Learn more on the [Bell Institute website](#).



Leadership and governance:

Operationally, responsibility for product development and marketing lies within the R&D and marketing organizations, respectively. The Chief Innovation, Technology and Quality Officer is responsible for the areas of product nutrition, safety, and labeling. Responsibility for marketing communications is held by the Chief Marketing Officer. The Bell Institute of Health and Nutrition reports directly to the Chief Innovation, Technology and Quality Officer, who approves the

overall health and wellness strategy and updates the Public Responsibility Committee of the Board of Directors.

Health and Wellness Advisory Council:

Since 1989, we have received guidance from our Health and Wellness Advisory Council, a group of global leading external health and nutrition experts who provide perspectives from academic and research institutions. The council meets regularly and challenges us to continually advance health and wellness strategies and practices.

Learn more about our Nutrition and Food Safety Partnerships and Collaborations.



Nutrient-dense foods

At General Mills, we provide a diverse portfolio of products, including many nutrient-dense foods, which can help consumers meet dietary recommendations and build healthy eating patterns. Focusing on nutrient density tells the whole story about the nutritional value of a food – beyond just what nutrients have been increased or reduced – to help support consumers in adopting healthy dietary patterns.

Nutrient-dense foods – like fortified cereals, low-fat and nonfat yogurts, granola bars, and frozen fruits and vegetables – play an important role in healthy diets. They are important contributors to consumption of key food groups, including whole grain, dairy, fruits and vegetables, and beneficial nutrients, like vitamins, minerals, protein and fiber, while balancing nutrients to limit, such as sodium, sugar and saturated fat.

Affordable and accessible: Also of importance, especially during uncertain times, is enabling access to affordable,

nutrient-dense foods. We do this in a variety of ways, including offering nutrient-dense products, like ready-to-eat cereal and yogurt, that meet the nutrition guidelines for U.S. federal nutrition assistance programs, such as the [Special Supplemental Nutrition Program for Women, Infants, and Children \(WIC\)](#), the [Child and Adult Care Food Program \(CACFP\)](#), the [School Breakfast Program \(SBP\)](#) and the [National School Lunch Program \(NSLP\)](#). Learn more about how we are increasing food security by expanding food access for families in need and alleviating hunger in the [Community](#) section of this report.

Pantry-friendly starters for nutrient-dense meals: We offer a variety of products that can be part of a well-balanced diet and a healthy eating pattern. General Mills products like *Hamburger Helper* and *Old El Paso Dinner Kits* help consumers build nutrient-dense meals. For example, *Hamburger Helper* is an affordable way to save time in the kitchen: by adding lean protein and vegetables, consumers

can easily prepare a balanced dinner for the entire family. *Old El Paso Taco Dinner Kit* acts as a convenient carrier for lean

meat, low-fat dairy and vegetables and can help bring everyone together for an enjoyable family meal after a busy day.

Affordable, accessible nutrient-dense foods

Cereal with milk

▷ On average, a bowl of Big G cereal with milk costs about 50 cents per serving.*



*US\$0.50 combined cost of cereal and milk

School meals

General Mills is committed to supporting school meals by providing nutrient-dense options kids love – like low-fat yogurt and whole grain cereal – to help meet school meal requirements.



◁ *Yoplait* 4-ounce smooth-style yogurt cups provide the calcium and vitamin D kids and teens need.



◁ Two-ounce cereal cups enable foodservice operators to more easily meet the weekly grain requirements for school meals, so students get whole grains and key nutrients in a way they enjoy.

Nutrient-dense family meal



*Old El Paso
Taco Dinner Kit*



lean meat



low-fat dairy



vegetables



Global health reporting

Over the years, we have made significant progress reformulating products by increasing positive nutrients, like whole grain, and reducing limiters, like sodium and sugar. From fiscal 2005 to 2018 we tracked and shared our progress through our U.S. [Health Metric reporting system](#), whereby we improved the nutrition of our U.S. Retail

sales volume by 81% through increasing positive nutrients, decreasing nutrients to limit, qualifying for a nutrient or health benefit claim, or meeting specific internal requirements. In fiscal 2019, we updated and expanded our approach to a new global health reporting system focused on Nutrition-Forward Foods that leverages established, transparent nutrition criteria grounded in regulations and dietary guidance and measures across our global portfolio.

Our core belief about nutrient density and the nourishing power of food groups informs our internal criteria for Nutrition-Forward Foods. Our expansive and diverse portfolio also reflects this belief, as we offer a delicious variety of nutrient-dense products from every food group to help support consumers in building healthy eating patterns.

Results: In fiscal 2020, 43% of General Mills' global volume met our Nutrition-Forward criteria.

2020 RESULTS

GLOBAL HEALTH REPORTING



In fiscal 2020, **43%** of General Mills' global volume met the Nutrition-Forward criteria.*

*Nutrition-Forward Foods must meet the following criteria per labeled serving:

- At least 8 grams of whole grain, a $\frac{1}{2}$ serving of low-fat or nonfat dairy per regional definition, or a $\frac{1}{2}$ serving of fruits, vegetables or nuts/seeds. (22% met these criteria.)
— or —
- Meet U.S. Food and Drug Administration's Healthy criteria: 21 Code of Federal Regulations 101.65. (21% met these criteria.)

Examples of General Mills Nutrition-Forward Foods from key product categories

PRODUCT CATEGORY	Whole grain cereals	Low-fat or nonfat yogurts	Snack bars	Soups	Fruits and vegetables
FEATURED PRODUCTS	Big G cereals like Cheerios Original, Kix, Fiber One, Chex and Wheaties	Yoplait yogurts like Yoplait Original, Light, Source, Calin Extra 0% and Go-GURT	Nature Valley Crunchy Bars, Fiber One Chewy Bars Oats and Chocolate, and Annie's Chewy Granola Bars Oatmeal Raisin	Progresso soups like Reduced Sodium Hearty Minestrone and Light Vegetable & Noodle Soup	A variety of Cascadian Farm frozen fruits and vegetables
NUTRITION-FORWARD CRITERIA	Provides at least 8 grams of whole grain per labeled serving	Provides at least $\frac{1}{2}$ serving of low-fat or nonfat dairy per regional definition	Provides at least 8 grams of whole grain per labeled serving	Meets U.S. FDA Healthy criteria	Provides at least $\frac{1}{2}$ serving of vegetables/fruit per labeled serving

Cereal Partners Worldwide

Our Cereal Partners Worldwide (CPW) joint venture with Nestlé makes and markets cereals globally outside North America. CPW is committed to making breakfast better by providing nutritious, tasty and convenient breakfast cereals. For more than a decade, CPW has been improving the nutrient density of

its global product portfolio to increase beneficial ingredients and nutrients that are important to a balanced diet – such as whole grain and fiber – and reduce ingredients like sugar and sodium.

Actions: Since 2003, CPW has increased the use of whole grains by 50%. Along with international health organizations, industry peers and other partners, CPW and General Mills participate in the [Whole Grain Initiative](#), a global effort

to increase consumer awareness of the importance of whole grains and promote greater consumption of them. With the initiative, CPW and General Mills support the annual International Whole Grain Day each November to encourage consumption of whole grains worldwide.

Results*:

- 100% of CPW breakfast cereals that carry the green banner are made with a minimum of 8 grams

of whole grain and meet the Codex requirement for being a source of fiber.

- 95% of CPW cereals and bars have less than 450 milligrams of sodium per 100 grams.
- 74% of CPW cereals and bars have less than or equal to 2 teaspoons (7.5 grams) per serving.

*Based on calendar year 2020 data.

Diverse consumer needs

Our approach: At General Mills, diverse and evolving consumer needs are at the center of our business. We include the voice of our consumers in every decision we make by understanding their needs, motivations, values and behaviors. We consistently monitor

key food trends and macro forces that can drive change in the way people eat and interact with our brands.

Pandemic impact: In 2020, the global COVID-19 pandemic affected all our lives – the way we live, what and how

► Material issue

we eat, our priorities, the demands on our time, family budgets and more. General Mills has adapted to the resulting shifts in key consumer-driven macro trends influencing our initiatives: joy, well-being, ease and values.

300+
In fiscal 2020, we introduced 319 new products in the U.S. to meet diverse consumers needs.

Evolution of consumer needs				
MACRO TRENDS:	Joy	Well-being	Ease	Value(s)
IMPACT OF COVID-19:	Finding joy has become a coping mechanism: Home-centric experiences Elevated emotional role of food	From improving yourself to keeping yourself safe and healthy: Safety Proactive health	Accelerated need for digital and flexible solutions: Tech-enabled life Preparedness	Disruption has shifted which values are in focus: Affordability Equality Greater good vs. me as #1
PRODUCTS THAT FULFILL KEY NEEDS:	 Old El Paso World Taco Kits help consumers experience different cultures while dining at home.	 Nature Valley Packed snack bars with peanut butter, nuts, seeds and cranberries are a convenient source of sustained energy.	 Annie's Macaroni & Cheese with Hidden Veggies provides an easy way to encourage vegetable consumption.	 By purchasing Cascadian Farm cereal, consumers support our work with The Nature Conservancy to restore 25 million square feet of farmland.

Personalized nutrition

Our diverse portfolio includes many products designed to meet the evolving preferences of consumers who choose their foods with specific nutrition and lifestyle goals in mind. Examples include:

- Carb-conscious – Our *Ratio* and *Good Measure* snack bars, introduced in 2020, are convenient snack

solutions that provide fiber and nuts and have 5 grams or less of net carbs as an occasional snack for consumers interested in limiting their carbohydrate consumption.

- Weight control – *Fiber One* bars and brownies are smart choices for consumers looking for tasty ways to enjoy their favorite snacks while managing their weight.
- Heart-healthy – *Cheerios Original* and *Honey Nut Cheerios*, staples in many

households, contain beta-glucan from whole grain oats and provide a great-tasting product enjoyed by consumers striving to eat a heart-healthy diet.

- Gluten free – We offer many gluten-free products. General Mills is the third-largest producer of gluten-free products in the U.S.* More than one in four of our North American product SKUs are labeled as gluten-free.**

30% less sugar

Our top-selling *Fibre One Chocolate Fudge Brownie** in the United Kingdom and Ireland now contains

30% less sugar than the previous recipe while maintaining great taste and the 90-calorie promise.



*AC Nielsen, Total Coverage Inc. Discounters, latest MAT to Sept. 29, 2020. Fibre One Chocolate Fudge Brownie 5x24g top selling SKU in Diet Management, Healthier Biscuits and Bars category.

*Nielsen xAOC; 52 weeks ending Dec. 26, 2020.

**As of October 2020.

Natural and Organic brands

Our business depends on a healthy planet, so it is imperative that we continue to seek ways to care for it. Since 2000, we have steadily expanded our Natural and Organic business, including through brand acquisitions, to meet growing consumer demand and embed sustainability across our product portfolio. We offer a mix of certified organic cereals, yogurt, vegetables, fruit products, snacks, meals and baking products.

While each of these brands is unique, they all strive to accelerate work in regenerative agriculture and to advance leading-edge sustainability programs that can be leveraged throughout General Mills. Learn more in the [Planet](#) section of this report about the steps we are taking across our supply chain to build our organic capacity and expand regenerative agriculture practices.

Our Natural and Organic brands also aim to show consumers how their food choices can protect the planet.

Our Natural and Organic brands



Natural pet food

Blue Buffalo has become the leading natural pet food brand in the U.S. by feeding pets like family members. Blue Buffalo is made with high-quality ingredients, starting with real meat, and no corn, wheat, soy, poultry by-product meals, artificial flavors or preservatives.

The promise to "Love them Like Family. Feed them Like Family." guides everything Blue Buffalo does – from industry-leading

standards for sourcing ingredients to state-of-the-art manufacturing facilities to philanthropic initiatives, like founding the Pet Cancer Awareness fund.

Today, Blue Buffalo has more foods for specific breed sizes and life stages than any other natural pet food brand, so pet parents are sure to find the right option for their dogs and cats.

Through information featured on product packaging, we provide consumers with details about how their food is making a difference, including through ingredients made from crops grown using regenerative practices and animals that have been raised sustainably.



△ Packages of EPIC beef bars feature the Ecological Outcome Verified symbol letting consumers know that the beef is sourced from cattle raised using practices proven to reduce carbon emissions.

2020 PROGRESS

NATURAL AND ORGANIC

#1

General Mills is the largest provider of natural and organic packaged food in the U.S.*

1 in 7

products in our North American portfolio is certified organic or made with organic ingredients.**

595

organic product SKUs are available throughout the U.S. and Canada.**

*Includes food for both humans and pets.
Source: SPINS CY2020, Total - US Mulo, Natural Enhanced Channel and Pet Channel.

**As of August 2020. Does not include pet food products.



△ Blue Buffalo products meet commercial pet food criteria outlined by the Global Nutrition Committee of the World Small Animal Veterinary Association.



Plant-based foods

There is growing demand for plant-based foods by consumers interested in different nutritional offerings and reducing their carbon footprint. Globally, dietary guidance and experts recommend consumption of plant-based foods, such as vegetables, fruits, legumes, whole grains, nuts and seeds.

Most of the foods General Mills produces are plant-based, including breakfast cereals, snacks and bars, vegetable-based soups, frozen fruit and vegetables, canned beans and

flour. The General Mills business development and venture capital unit, 301 INC, also invests in plant-forward food companies, such as Rhythm Superfoods, maker of nutrient-dense snacks containing vegetables, fruits and seeds; and Kite Hill, maker of almond-based non-dairy products.



△ Dairy-free *Oui™* by *Yoplait*, our French-style line of coconut milk-based yogurts, is available in Canada, France and the U.S.

Vegan products: Within our portfolio of plant-based foods, General Mills offers many vegan products. Our vegan options include most Lärabar products, Annie's fruit snacks, *Annie's Organic Vegan Mac* and some salad dressings. In August 2020, our Yoplait business launched vegan *Go-Gurt™* made with coconut cream.



△ Yoplait vegan *Dairy Free Go-Gurt*

Special occasions and portion control

We offer a diverse global portfolio of products that help to create remarkable experiences for numerous occasions. Consumed in moderation, products like Häagen-Dazs ice cream and Betty Crocker cakes help consumers to celebrate a special occasion, while our

Häagen-Dazs mini cups and Betty Crocker *Mug Treats* allow for a portion-controlled, individual treat.

△ Häagen-Dazs ice cream mini cups

Investing in food innovations

Our approach: Today's fast-changing food landscape requires rapid innovation and a steady stream of new ideas. 301 INC, the venture capital arm of General Mills, is passionate about food and everyone who shares that passion. 301 INC partners with emerging brands to accelerate their growth by nurturing the skills of founders and providing them access to General Mills' capabilities.

Unlike typical venture capital funds, 301 INC offers more to its portfolio brands than just a financial investment. 301 INC brands are given access to a team of 20 functional experts across marketing, sales, operations and R&D who serve as partners to the brand teams, helping them to meet the evolving needs of consumers faster than ever.



Our progress: Access to capital, new routes to market, emerging science and concerns for the planet have all contributed to a new wave of food solutions. We see this manifested in our amazing brand partners. In fiscal 2020, we continued to grow our portfolio and support for entrepreneurial brands by:

- Investing in Pet Plate, adding the direct-to-consumer fresh pet food brand to our portfolio
- Investing in plant-based seafood-alternative brand Good Catch
- Reinvesting in dairy-free yogurt maker Kite Hill to help meet consumer demand for more plant-based options
- Reinvesting in Good Culture, which makes high-quality cottage cheese with simple ingredients
- Reinvesting in Urban Remedy, an organic food company with ready-to-eat meals, juices, cleanses and snacks

301 INC partners

As of October 2020, we have 10 partners.



Food safety

Our approach: Safety is a priority for our company and central to our culture. Leading with safety – both in the workplace and the food we make – is one of the key operating principles that guides our work. We share best practices with industry peers, suppliers and regulators to help raise standards industry-wide.

Systems: Our global food safety systems focus on prevention, intervention and response:

- Processes – Food safety is integrated into all our processes, beginning with R&D and extending across our supply chain.
- Risk mitigation – We conduct internal risk-based surveillance and food safety testing at all General Mills facilities to identify and prioritize specific areas of risk.
- Audits – Our Global Internal Audit team periodically audits the effectiveness and efficiency of food safety controls and operating procedures. Results are reported to the company's Global Governance Council and Board of Directors.
- Traceability – Our inventory control and supplier management systems include the ability to trace the sources of our ingredients. We evaluate our suppliers' systems to ensure they meet our traceability requirements.

Governance:

- Policies – Governance of General Mills food safety and regulatory matters

*Global policies cover a broad range of food safety areas, including: regulatory compliance; trace and recall; labeling; claims; physical, chemical and biological hazards; transportation; and good manufacturing practices and sanitation.

► Material issue | GRI 416-1, 2, FPP5

begins with a corporate Food Safety and Regulatory Policy signed by our Chief Executive Officer. This corporate policy is supported by 18 detailed policies* with accompanying standards procedures.

- Leadership – The Vice President of Food Safety and Quality has direct responsibility for food safety. The Global Internal Audit team periodically verifies that our food safety processes and controls are operating effectively. Food safety is also incorporated into our Enterprise Risk Management process. Updates on food safety metrics and strategies are shared quarterly with the CEO and functional leaders as well as the Public Responsibility Committee of the company's Board of Directors.

Suppliers:

- Audits – We conduct supplier and co-producer audits globally to help ensure the safety of the raw materials we use in our products. In addition to performing direct audits, we encourage third-party audits and/or certification as an additional preventive control measure.
- Training – We bring together our suppliers to share food safety knowledge and communicate expectations.

Recalls: When we learn about illnesses that may be linked to our products, we take quick action. We collaborate with health officials to investigate the situation, communicate with consumers

and issue voluntary product recalls to remove affected products from store shelves, when appropriate. We conducted two voluntary product recalls

globally in fiscal 2020 – one each for flour and canned corn – compared to three recalls in fiscal 2019.

2020 PROGRESS

OUR PERFORMANCE



3,482

professionals trained through global centers of excellence and online training academy

\$13.6 million

invested into food safety, equal to 9.25% of total supply chain essential capital investment

OUR SUPPLIERS

823

supplier audits, including 510 ingredient audits, 154 packaging audits and 74 pet ingredient audits, and 85 co-producer audits conducted***

GFSI certification of our suppliers:



420

suppliers participated in food safety training sessions

*Certification: We are now using a single global certification body for all General Mills owned sites, which includes annual audits aligned with the Food Safety System Certification (FSSC) standard. Due to audit timing delays in Brazil caused by COVID-19, we did not complete 100% of audits during the fiscal year.

**Includes Blue Buffalo pet food facilities.

***Includes suppliers for Blue Buffalo pet food products

Consumer education and marketing

Consumer education

► Material issue | GRI 417-1, FP4, 8

Our approach: General Mills provides useful, fact-based information on packages to help consumers make informed dietary choices. All of our product packages display accurate nutrition labeling and follow relevant nutrition and health claim requirements as prescribed by regulations in the country of sale.

Our commitment: As a member of the International Food and Beverage Alliance (IFBA), General Mills has made a commitment to adopt a common global

approach to nutrition information on packaging that includes, at minimum, the labeling of calories on front-of-pack. This initiative was implemented globally during 2014-2016 to inform consumers about specific product nutrition attributes. In countries with front-of-pack labeling requirements, we adhere exclusively to the local regulation. We also commit not to place any regulated health or nutrition claim on a product unless it meets the criteria set forth by the regulations in the country of sale.

Date labeling

In the U.S., General Mills supports product labeling changes to help reduce food waste through clearer guidance for consumers about food shelf life. We have updated more than 99% of our product packaging to comply with this voluntary date-labeling initiative that uses standard nomenclature to reduce consumer confusion. Learn more about our food waste reduction efforts in the [Planet](#) and [Community](#) sections of this report.



Our progress: Around the world, our product labeling meets local regulatory requirements while remaining consistent with our global approach. Examples of our compliance with local and regional guidelines include:

- Australia – 100% of our products display nutrition intake information in front-of-pack labeling, consistent with the [Australian Daily Intake Guide](#) and IFBA requirements.
- Brazil – All General Mills package information complies with local regulations and includes the energy icon on the front of packaging.
- Mexico – All General Mills package information complies with local regulations and includes front-of-pack consumer information as directed by the Mexican Health Ministry.
- China – All General Mills package information complies with local regulations and includes the energy icon on the front of packaging.

99%

of our packaging contains updated date labeling to help reduce food waste.*



*As of June 2020

- Canada – All General Mills package information complies with Health Canada and [Canadian Food Inspection Agency](#) labeling requirements.
- Europe – All General Mills package information complies with [European Food Information to Consumers Regulation](#).
- U.S. – The majority of our U.S. products feature front-of-package labeling through the Facts-up-Front program.

Responsible marketing

► Material issue | GRI 417-1, FP8

Our approach: Whether marketing to children or adults, we present the qualities and advantages of our products truthfully, responsibly and with appropriate taste. We take special care with respect to child audiences. We believe that children should be encouraged to consume lower-calorie,

nutrient-dense foods that support their growth and activity. Learn more about our commitment to maintain the [highest standards](#) for responsible marketing.

We adhere to strict internal and industry guidelines – that in many cases are more demanding than local regulations – in

producing and reviewing ads to ensure they are appropriate for the intended audience. Beyond complying with applicable law, we ensure that our ads are consistent with our core values. When possible, our advertising aims to reflect the diversity of society. And our advertising reflects generally accepted

standards of social behavior, avoids stereotyping people and does not insult or demean any demographic groups.

Policies: [General Mills marketing policies](#) ensure that our commitment to responsible marketing underlies all of our marketing activities.



Governance: General Mills marketing policies are reviewed and updated regularly by our company's Responsible Marketing Council and reviewed with the company's Chief Executive Officer and other senior leaders of our U.S. and international operating units. The Responsible Marketing Council is responsible for drafting and annually issuing marketing policies, ensuring full compliance with the policies through training and initiatives, and holding annual advisory reviews of all new product development and brand marketing plans for products that will be marketed to children.

Global commitment: As charter members of IFBA, we joined other leading food and nonalcoholic beverage companies in a public letter to the Director General of the [UN's World Health Organization](#) in September 2014 communicating a set of [enhanced global commitments](#) that included responsible marketing and advertising initiatives. The enhanced commitments included an expansion of IFBA's global marketing policy to cover all forms of child-directed advertising, specifying that members would only advertise products that meet better-for-you criteria or refrain from all product marketing to children under 12 years old. In 2021, we joined with other IFBA members to announce further enhancements to the IFBA program, which will now address marketing to children under age 13 (instead of age 12) and require adherence to globally-applicable nutrition criteria.

To bolster our global commitment to comply with the IFBA pledge, General

Mills also follows the [Children's Food and Beverage Advertising Initiative](#) (CFBAI) nutrition standards in markets local regulatory or self-regulatory standards do not exist and we apply these restrictions to any advertising to children under 13. In other words, we comply with strict nutrition standards for advertising to children under age 13 in all markets in which we operate: we apply CFBAI not only in the U.S., but in all other markets that otherwise lack local standards. We also apply the IFBA standards in those markets as an additional overlay.

To comply with strengthened CFBAI nutrition criteria effective January 2020, we reformulated several of our products. We also updated our advertising programs to comply with CFBAI's change in the definition of "child advertising" to include media where 30% or more of the audience is children, an increase in coverage from the previous definition of 35%. Because we now define children as anyone under 13 (versus 12), this further increases the coverage of our commitment.

General Mills fully complies with all requirements of CFBAI and locally applicable programs.* CFBAI, in particular, publishes a report annually that addresses the compliance of all of its participants. We are not aware of any instance of noncompliance by General Mills in the past several years, and CFBAI has confirmed this in its reports. In the unlikely event of any instance of noncompliance, a core function of our Responsible Marketing Council would be to address such issues and determine appropriate corrective action.

Beyond our commitments under the programs noted above, we have made additional responsible marketing commitments that exceed industry norms. For example, we have adopted industry-leading standards regarding the responsible use of social media platforms. We do not, in the context of any child-directed communication, encourage children to visit any social media service for which they are too young (according to the terms of those services), nor do we use our own presence on these social media platforms to direct any communications to children.

We have also long committed to refrain from marketing food to children in schools or at school events – and this commitment applies to all schools, even middle schools and high schools. This commitment covers all forms of marketing (beyond the identification of the brand and product on menus and packaging). For example, we do not depict or display food brands, products or logos on posters, signs, scoreboards or school equipment, nor do we market foods by distributing product samples or branded merchandise in schools. There are no exceptions to this commitment. In the U.S., we operate the Box Tops for Education™ school fundraising program which, through sales of our products and those of many other companies (primarily nonfood companies), has provided close to US\$1 billion to



◀ General Mills joined other food and beverage companies in signing a letter to the UN Secretary General in September 2018 highlighting commitments and achievements to reduce the burden of noncommunicable diseases in support of UN Sustainable Development Goal 3.4.

schools since the program's inception in 1996. Though schools are the beneficiaries of this program, we refrain from marketing the program to school children (whether inside or outside the school environment).

Data privacy

We collect and use consumer personal data for a variety of purposes, including to provide recipe-related publications to consumers who subscribe for these, to run sweepstakes and contests, to ensure that our advertising is directed to relevant audiences, and to otherwise improve our product and service offerings. We are sensitive to the privacy concerns of our consumers and are fully committed to complying with regulations, including the EU General Data Protection Regulation (GDPR) and the California Consumer Privacy Act of 2018.

In addition to meeting changing legal requirements in this area, General Mills is committed to acting responsibly and transparently to continue to earn and maintain the trust of our consumers with respect to our collection, retention and use of personal data. We also maintain safeguards to control against the loss of personal data or the unauthorized access, use, disclosure, destruction or modification of personal data. Learn more in our [data privacy policy](#).*

*Links to main U.S. policy as an example. General Mills has additional privacy policies specific to other parts of our business globally.

*Locally applicable programs include: Australia - [Responsible Child Marketing Initiative of the Australian Food and Grocery Council](#); Brazil - Enhanced Commitment to Responsible Advertising to Children pledge; Canada - [Canadian Children's Food and Beverage Advertising Initiative](#) requirements; Europe - [EU Pledge](#) requirements; Singapore - [Singapore Food and Beverage Industry Responsible Advertising to Children Initiative](#); U.S. - [CFBAI](#) requirements.

Transparency

► Material issues: Transparency, biotechnology, pesticide use | GRI 417-1, FP8

Our approach: At General Mills, we are committed to increasing transparency about our food. We recognize that consumers, regulators, investors and other stakeholders seek information about our products and processes. Consumers want to know what's in their food, where it comes from and how it is prepared. They also want assurance that food has been grown and harvested in a responsible and sustainable manner that respects people, animals and the environment.

As we continue our journey to increase transparency, our focus is on providing information to key stakeholders when and where they need it. For example, to help consumers learn more about what is in their food, we provide information in multiple ways – on packages, through

our company and brand websites, on our brands' social media channels and on third-party sites, such as e-commerce and transparency platforms. In addition, we actively support public policy efforts to inform consumers and increase their awareness about our products – these efforts are detailed in the [Introduction](#) section of this report.

Our actions: Some examples of our current transparency initiatives are outlined here.

- To provide transparency about the ingredients we use and the way they are grown, we feature details on product packaging, including some of our Annie's macaroni and cheese boxes and *Food Should Taste Good* tortilla chip packages.

Creating visibility into farming practices

We have three Annie's macaroni and cheese products that are made with real cheese from grass-fed dairy cows with year-round access to pasture. We work closely with our supplier partners to ensure that the organic milk used in the making of these cheeses comes from cows that are raised and treated humanely. Our packaging encourages consumers to learn more about our sustainable food practices.



- We provide consumers with answers to questions about our food at [askgeneral Mills.com](#). Topics range from food ingredients to gluten-free products and use of genetically modified organisms (GMOs).

More than 73,600 users visited the website during fiscal 2020.

- In the U.S., we provide product details through [SmartLabel™](#), an industry initiative that seeks to share digital product information with consumers. We also enroll products – especially our organic products – in the U.S. [Non-GMO Project](#), a nonprofit organization that provides information to consumers and third-party verification for non-GMO food and products.

Sustainable sourcing: We are committed to sustainable sourcing of the ingredients used in our products and we regularly share information about our progress. For example, we disclose an updated list of all our [palm oil suppliers](#) down to the mill level to facilitate transparency and accountability in our extended supply chain. Details about our ingredients, how they are sourced and how we engage with farmers are included in the sustainable sourcing content in the [Planet](#) section of this report.

Biotechnology: Safety is our highest priority, and we find broad global consensus among food and safety regulatory bodies that approved GMOs are safe. We agree with the UN's World Health Organization (WHO) that the development of GMOs offers the potential

for increased agricultural productivity and improved nutritional value that can enhance human health and development. We are committed to transparency and have been disclosing the presence of bioengineered ingredients on our U.S. packages since 2016. [Learn more](#).

Pesticide use: We recognize that some consumers and stakeholders have concerns about the use of pesticides. General Mills maintains a comprehensive system of controls and processes to ensure the highest level of product quality and safety. We also work to reduce the need for synthetic pesticides in agriculture. We detail our work in this area on our comprehensive [Pesticide, Food Safety and Ecosystems Health](#) web page.

2020 PROGRESS

TRANSPARENCY

404

topics covered on [askgeneral Mills.com](#)

2,000

Nearly 2,000 products listed on [smartlabel.com*](#)

420

products enrolled in the U.S. Non-GMO Project



*As of December 2020



Planet

Our mission is to support thriving farmers and communities while regenerating planetary health.



IN THIS SECTION

- [Climate change](#)
- [Water stewardship](#)
- [Sustainable sourcing](#)
- [Regenerative agriculture](#)
- [Responsible sourcing](#)
- [Sustainable operations](#)
- [Packaging](#)

↓16%

Our greenhouse gas emissions footprint decreased 16% in 2020 compared to 2010.

1 million

We will advance regenerative agriculture on one million acres of farmland by 2030.

100%

In fiscal 2020, 100% of our top ten priority ingredients were sustainably sourced.*

*See definition of sustainably sourced on p. 71



Overview

At General Mills, our business is rooted in the earth and has the power to help restore it. Threats to natural resources impact our business, the livelihoods of farmers and communities, and our ability to feed a growing population. To

drive growth and increase resilience, we need to not only focus on sustaining our planet, but work toward regenerating it.

The largest environmental, social and economic impacts related to our business occur outside General

Mills' direct operations – this includes more than 85% of greenhouse gas (GHG) emissions and 99% of water use. That's why we collaborate to drive change across our entire value chain, from farm to fork and beyond.

In 2020, we enhanced our existing commitments with a set of 2030 ambitions to promote regeneration – a path to promising solutions for the planet, its resources and its people.

Support thriving farmers and communities while regenerating planetary health

OUR FOCUS AREAS



Reduce GHG emissions across our full value chain



Advance regenerative agriculture across our sourcing footprint



Make our packaging recyclable or reusable



Reduce food waste in our operations



Advance respect for human rights across our value chain

2020-2025 sustainability targets

2020



Sustainably source* 100% of our 10 priority ingredients
PROGRESS THROUGH 2020: 100% achieved

2021



Protect and establish 100,000 acres of pollinator habitat
PROGRESS THROUGH 2020: 333,750 acres of new, enhanced or protected habitat

2025



Reduce absolute GHG emissions across our full value chain by 28%, compared to 2010
PROGRESS THROUGH 2020: 16% reduction



Champion the activation of water stewardship plans for the company's priority watersheds**
PROGRESS THROUGH 2020: 3 of 10 watersheds have active water stewardship plans in place.



Achieve zero waste to landfill at 100% of our owned production facilities
PROGRESS THROUGH 2020: 30% achieved

2030 regeneration targets

2030



Reduce absolute GHG emissions across our full value chain (Scopes 1, 2 and 3) by 30% by 2030 (compared to 2020); net zero emissions by 2050
PROGRESS THROUGH 2020: NA (2020 is base year)



Advance regenerative agriculture on 1 million acres of farmland
PROGRESS THROUGH 2020: 70,000 acres of farmland are in process of implementing regenerative management.***



Source 100% renewable electricity for our global operations
PROGRESS THROUGH 2020: 25% achieved



All General Mills brands will design 100% of packaging to be recyclable or reusable
PROGRESS THROUGH 2020: 88% of our U.S. packaging and 72% of our Europe and Australia packaging was recyclable (by weight).



Reduce food waste in our operations by 50%
PROGRESS THROUGH 2020: NA (2020 is base year)



Assess and address our human rights impacts in alignment with the United Nations Guiding Principles on Business and Human Rights
PROGRESS THROUGH 2020: Developed human rights strategy and completed initial saliency assessment

*See the definitions of sustainably sourced for our 10 priority ingredients on page 71.

**This is an ongoing process; as we continue to grow our company and identify new watersheds impacted by our business, the target year may change.

*** Formal measurement of progress against this goal is under development.

Leadership and governance: At General Mills, our Chairman and Chief Executive Officer has ultimate accountability for sustainability, which is included in his annual performance objectives and impacts his compensation. The Chairman and CEO convenes the Sustainability Governance Committee three times each year to review and approve strategies, programs and key investments.

In 2020, the Sustainability Governance Committee was expanded to include our Chief Financial Officer and General Counsel and Secretary. This reflects the continued integration of sustainability into the company and

the understanding that our ambitious targets will require alignment across the organization as well as investment.

Oversight of the company's sustainability work is provided by the General Mills Board of Directors' Public Responsibility Committee, which regularly reviews the company's sustainability objectives, strategies and performance.

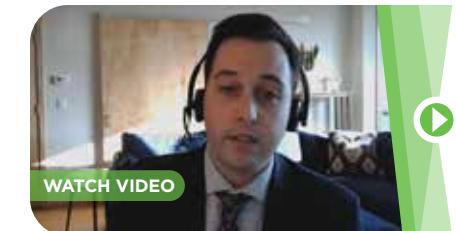
The company's Chief Sustainability and Social Impact Officer stewards the company's sustainability work, reporting to the Chief Global Operations Officer, and working closely with the Vice President of Global Sourcing and

other key business leaders to develop, coordinate and execute programs to achieve company-wide targets.

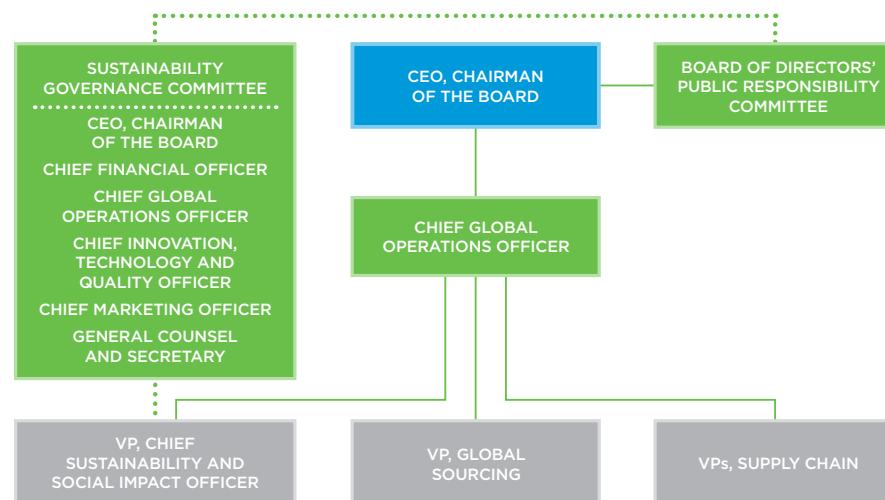
Public policy: We actively engage in public policy discussions to advance our environmental initiatives:

- Leading on regenerative and sustainable agriculture
- Combating climate change
- Supporting stronger organic standards
- Advancing water stewardship
- Addressing packaging and food waste

Learn more in the [Introduction](#) section of this report.



△ Steve Rosenzweig, PhD, a senior agricultural scientist at General Mills, testified virtually in December 2020 before the U.S. Senate Committee on Agriculture, Nutrition, and Forestry. Rosenzweig highlighted the company's work in regenerative agriculture, the need for additional public research and more. The testimony helped reinforce General Mills' leadership in educating and advocating for policies that support the future of regenerative agriculture, research, public-private partnership and other topics.



△ General Mills helps to address these United Nations Sustainable Development Goals through the programs and performance described in this section.

General Mills is recognized as a global leader in sustainability*



CDP Disclosure
A List 2020 –
Climate Change



CDP Disclosure
A List 2020 –
Water Security



100 Best Corporate
Citizens 2020 –
3BL Media



Member
FTSE4Good



Member of Dow
Jones Sustainability
North America and
World Indices



America's Most
Just Companies
2020 – Forbes



America's Most
Responsible Companies
2020 – Newsweek

*Recognitions as of December 2020.



Climate change

► Material issues: Climate change, energy use, food waste, packaging footprint | GRI 301 2-3, 302 1-4, 305 1-5, 306-2

Climate change presents risks to our environment and our livelihoods. We are experiencing increased frequency, intensity and duration of extreme weather events that affect global food security and impact our ability to deliver quality products to our consumers and value to our shareholders. Climate change is also a human rights issue, impacting people's rights to life, health, food, water, sanitation, standard of living, housing and property. It is imperative that our company and others combat the devastating impacts of climate change in order to protect both people and planet.

Our [General Mills Policy on Climate](#), which focuses on mitigation, adaptation, disclosure and advocacy, establishes a framework to track and reduce GHG emissions across our value chain.

Collaboration: We directly control only a small portion of our value chain, so driving transformation across the entire system requires leadership and collaboration with suppliers, farmers, ingredient and packaging producers, product transport providers, retailers and consumers.

Combating climate change also requires collective action across industries and our broader society. We participate in the following initiatives:

- Science Based Targets initiative (SBTi)
- Business Ambition for 1.5°C
- We Mean Business
- We Are All In pledge
- UN Caring for Climate Declaration

- Business for Nature's Call to Action
- Climate Collaborative

Science-based goals: General Mills was the first company to publish a full value chain goal approved by the SBTi, in 2015. We set a target to reduce absolute GHG emissions across our full value chain (Scopes 1, 2 and 3) by 28% by 2025 (compared to 2010) and by 41 to 72% by 2050.

During 2020, we launched new goals to drive further progress, in alignment with the new SBTi 1.5°C guidance. General Mills will reduce absolute GHG emissions across our full value chain** (Scopes 1, 2 and 3) by 30% by 2030 (compared to

2020). By 2050, we will achieve net zero GHG emissions across our full value chain.

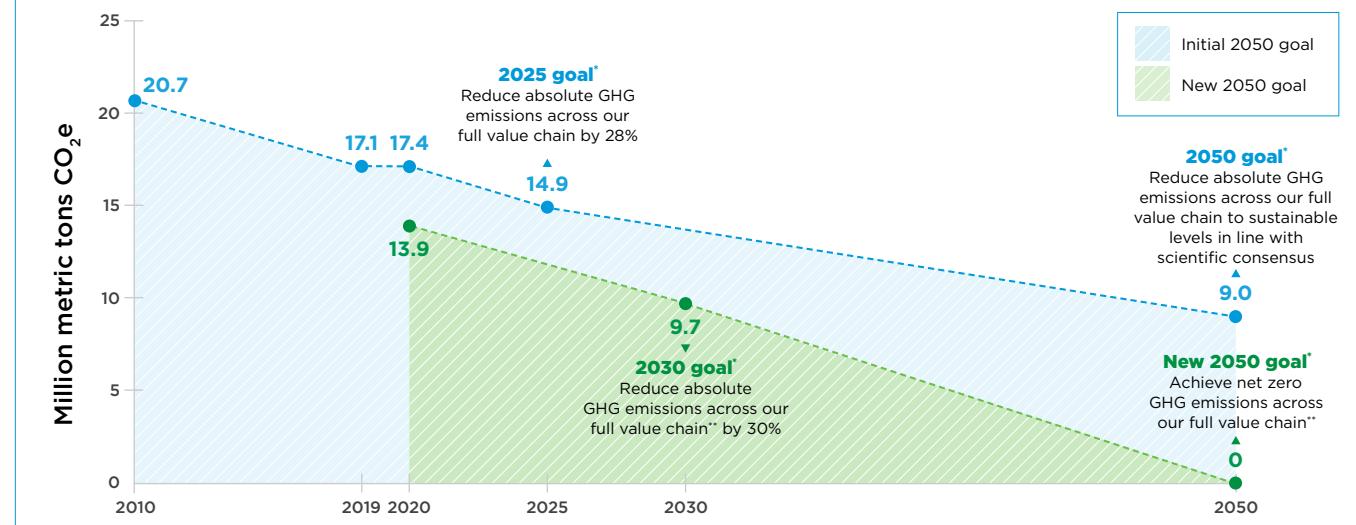
Performance numbers in this report reflect progress against our initial target. Future reports will reflect performance against the new targets.

Performance: In fiscal 2020, our GHG emissions footprint decreased 16% compared to our fiscal 2010 baseline, while net sales rose 19%. This reflects a shift toward less GHG-emissions-intensive ingredients as well as improved efficiency in manufacturing and transportation and reduced emissions associated with consumer product preparation, storage and disposal. Our GHG emissions increased

2% compared to fiscal 2019, while net sales increased 5% during that period. Reductions in business travel and energy use, and switching to less-intensive dairy ingredients, were offset by increases in overall ingredient use as well as higher emission factors associated with retail storage. See the [Appendix](#) for details on our GHG emissions calculation methodology.

Our goals for 2030 and 2050 are aggressive, but needed, to achieve a stable climate. In order for General Mills to hit these targets, we will need to advance our work on regenerative agriculture and continue to collaborate across our value chain to drive systemic change.

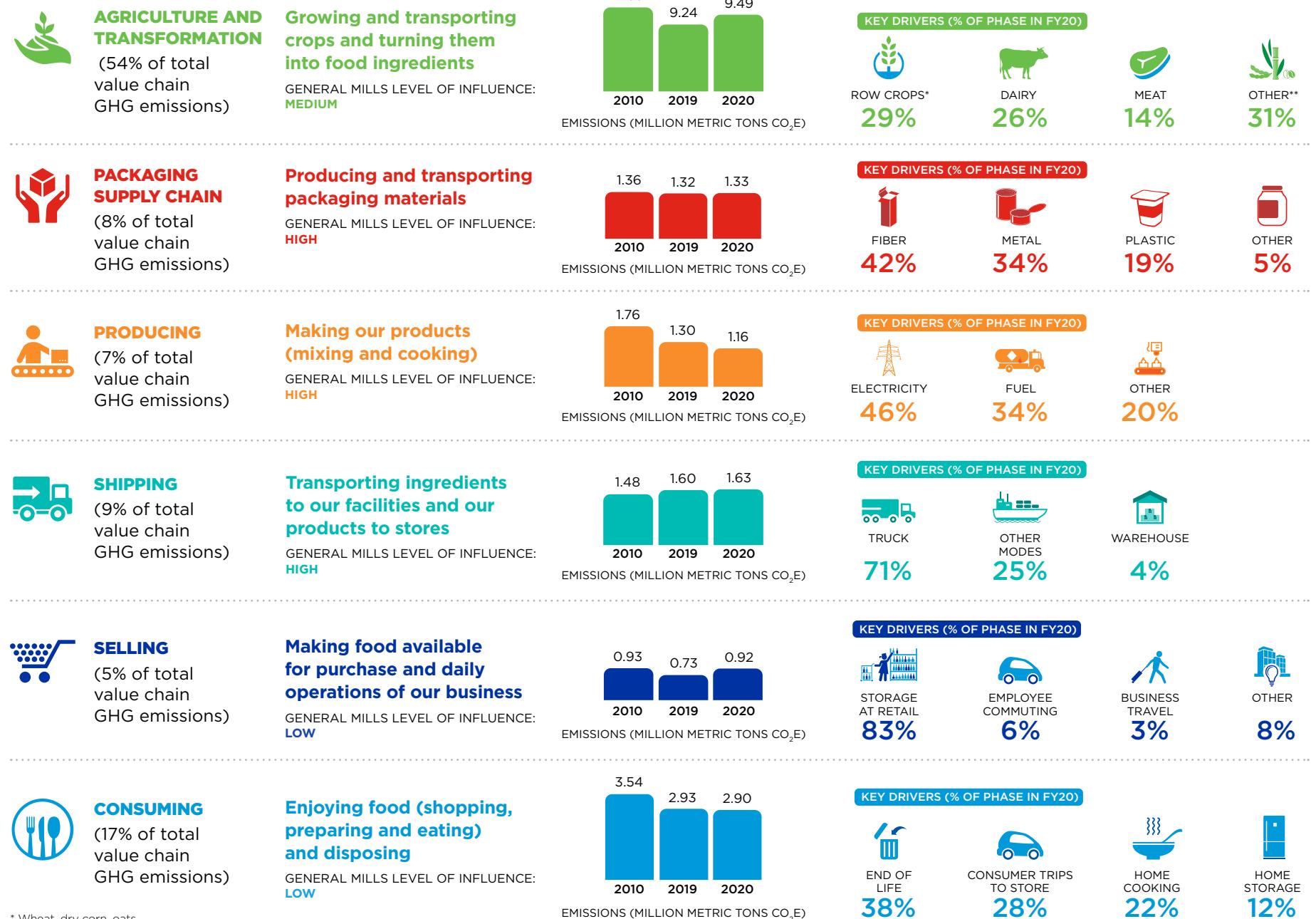
The path to 2050



*Baseline for 2025 goal and initial 2050 goal is 2010. Baseline for 2030 goal and new 2050 goal is 2020.

**This goal focuses on the categories of GHG emissions that are the most impactful and actionable for General Mills, representing 13.9 million metric tons CO₂e in 2020 (81% of our total value chain GHG emissions footprint). The following GHG emissions are excluded from this goal, consistent with SBTi guidelines: some low volume ingredients, capital goods, employee commuting, franchises, downstream warehouse and storage at retail, consumer trips to store and end of life (consumer food waste).

GHG emissions across the value chain



* Wheat, dry corn, oats

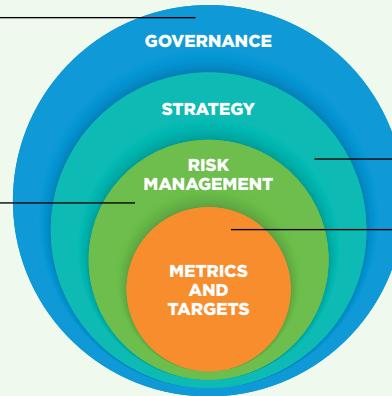
**Cocoa, soybean oil and sugarcane represent about one-third of this amount

Task Force on Climate-related Financial Disclosures

The Task Force on Climate-related Financial Disclosures (TCFD) develops voluntary, consistent climate-related financial risk disclosures for companies to provide information to stakeholders. General Mills supports this initiative and is committed to providing our stakeholders with relevant information on climate-related issues. Our approach is summarized below. See the [Climate change section](#) of this report and our [CDP disclosure](#) for additional information.

Governance: The General Mills Board of Directors' Public Responsibility Committee provides oversight of the company's sustainability work – including our climate program. In addition, our Chairman and CEO convenes the Sustainability Governance Committee three times each year to review and approve climate-related strategies, programs and key investments.

Risk management: Changes in climate affect global food security and impact our ability to deliver quality products to consumers and value to shareholders. Risks associated with climate change include physical risks as well as risks associated with the transition to a low-carbon economy. See below for details on our 2020 TCFD climate risk assessment.



Strategy: As more than 85% of our overall greenhouse gas (GHG) emissions occur outside of General Mills operations, our climate strategy focuses on driving transformation and reducing emissions across our entire value chain. Our General Mills Policy on Climate outlines our approach to mitigation, adaptation, disclosure and advocacy.

Metrics and targets: In alignment with the new SBTi 1.5°C guidance, General Mills will reduce absolute GHG emissions across our full value chain (Scopes 1, 2 and 3) by 30% by 2030 (compared to 2020). By 2050, we will achieve net zero GHG emissions across our full value chain. We report on our metrics and targets annually in our [CDP submission](#).

TCFD assessment

In 2020, General Mills commissioned Trucost to assess its climate-related transition and physical risks. Trucost undertook a robust data-driven approach for General Mills' climate risk and opportunity assessment, in line with TCFD recommendations. The assessment included:

- Management interviews involving various leaders from across the business to understand the drivers and materiality of GMI's potential climate-related risks and opportunities
- Physical and transition risk assessment to quantify and qualify exposure to different transition risk categories (policy, market, reputation, technology) and physical climate hazards for GMI operating facilities and key ingredients, considering different climate hazards under different scenarios

Potential climate-related risks and opportunities identified are summarized below.

TRANSITION RISKS				PHYSICAL RISKS	OPPORTUNITIES	
Policy and Legal		Market	Reputation	Technology	Acute and Chronic	Products and Services
Increased pricing of GHG emissions due to policy action	Increased regulatory focus and restrictions on natural resource usage	Increased taxes related to fossil fuel usage	Stakeholder sentiment on climate-related issues	Costs associated with mitigating emissions toward net-zero	Climate change and severe weather events may impact facilities and sourcing locations and/or increase stress on water availability	Regenerative agriculture can reduce environmental impact across the value chain and improve reputation

While there are risks associated with climate change, General Mills works to mitigate our risks and exposure through our supply chain and sustainability efforts. The company is well positioned to respond through targets and initiatives linked to climate change and regenerative agriculture and is actively engaged in policy advocacy to address climate-related issues. We will continue to monitor and assess risk and advance work to ensure a stable climate and resilient future for our business.



Water stewardship ▶ Material issue | GRI 303-1, 2, 3

Water is essential for life – for drinking and sanitation, and to grow food, generate power, support commerce and nurture ecosystems. On average, agriculture accounts for 70% of global freshwater withdrawals,* and the food sector faces increasing risks related to water quality and availability. This underscores the leadership role General Mills and other food companies must take to address water stewardship issues. We focus on water use from watershed to production, identify opportunities to increase efficiency, conservation, and regeneration (or recharge), and continually improve performance and enhance resiliency.

The [General Mills Water Policy](#) provides a framework for engaging with stakeholders and improving the health

of watersheds that are critical to our business. We are signatories to the United Nations CEO Water Mandate.

Water and human rights: Access to clean water is a fundamental human right, which we work to advance in the locations where our business has an impact. We have implemented the [Alliance for Water Stewardship Standard](#), which takes into account the presence of water, sanitation and hygiene (WASH) practices in the local community, at our manufacturing locations in Albuquerque, New Mexico, and Sanhe (Beijing), China (in process). We are exploring this at other General Mills locations as well.

We also are committed to addressing people-related water issues in our sourcing regions. For example, more than one million Californians lack access

to clean water, and the Central Valley of California is an important sourcing region for us for ingredients such as almonds, fruit, tomatoes, rice and dairy. Through [Connect The Drops](#), we supported the passage in 2019 of the [Safe and Affordable Drinking Water Fund](#) (SB 200), which will help alleviate this issue. This builds on our support for the passage of the [Sustainable Groundwater Management Act](#) (SGMA) in 2014.

Regenerative agriculture: As we shift our focus toward [regenerative agriculture](#), water is a priority. Participants in our regenerative agriculture pilots learn practices such as cover cropping and no-till which improve soil health, reduce erosion and deliver water-related benefits. We are tracking outcomes related to water

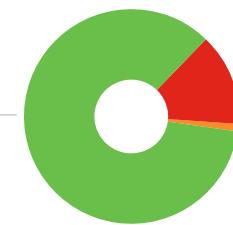
across the life of the pilots and plan to report results such as percentage improvement in the soil water infiltration rate and the percentage reduction in nitrogen and other potential water pollutants both in use and in runoff. We are committed to advancing the science around the impact of regenerative agriculture on water outcomes.

During 2020, General Mills launched a three-year program to improve water quality in Kansas's Cheney Lake Watershed, in collaboration with the Kansas Department of Health and Environment, Ecotone Analytics, and No-Till on the Plains. [Learn more](#) about the pilot and its social impact.

General Mills water footprint*

Agriculture and transformation (85%)

We focus on the highest-risk watersheds that we impact globally. See the [map](#) for details.



Packaging supply chain (14%)

Reducing materials use and using lower impact materials (such as recycled content) are the main strategies that positively impact water use related to packaging. See the [Packaging supply chain](#) section for more information.

Producing (1%)

Although this represents a small part of our footprint, we control this phase directly and are committed to continual improvement. See the [Sustainable operations](#) section for details.

*Water consumption data is from 2012. Data in the Shipping, Selling and Consuming phases was considered to be immaterial.

Collaborating to improve water use

Innovation is essential to driving progress in this area. We funded Sustainable Conservation, a California Water Action Collaborative (CWAC) partner, to develop a combined fertilization/drip irrigation system with private sector partner Netafim to transform manure from San Joaquin Valley dairies from a costly waste product and potential groundwater pollutant to an agricultural input. Farmers using the “fertigation” system on feed corn for dairy cows increased yield per acre by 2%, improved water use efficiency by 38% and increased

nitrogen (a potential water pollutant) use efficiency by 47%. [Learn more](#).



△ Manure subsurface drip irrigation maintains crop yields while applying less nitrogen. Photo credit: Paolo Vescia for Sustainable Conservation



Approach: Water issues are local, so we take a risk-based approach to address risks in priority watersheds across our global supply chain. We consider two types of risks:

- **Acute risks** are tied to specific locations. To address these risks, we follow our four-phase approach to develop and implement watershed health strategies. We classify acute risks in phases 1 to 3 as Tier 1, to drive rapid improvement. We classify acute risks that reach phase 4 as Tier 2, and continually monitor that progress is maintained.

Assessment: A study of key operation and growing region watersheds, using external standards and building on work completed with The Nature Conservancy (TNC)

Analysis and action planning: Deep-dive analysis of at-risk growing areas, in conjunction with external experts

Collaboration: Establish multi-stakeholder water stewardship plan to implement identified improvements

Transformation: Implement water stewardship program with public education and advocacy, funding, and monitoring and reporting

- **Widespread/diffuse risks** are broader in geographic scope and not easily traceable to specific organizations. To help address these, we pursue holistic approaches such as regenerative agriculture pilots.

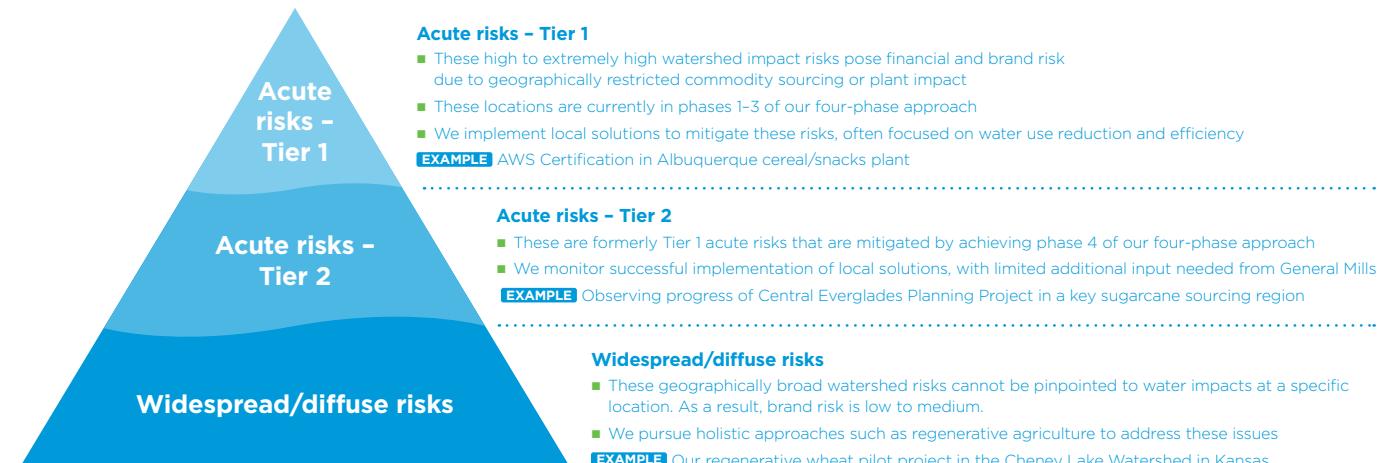
Risk assessment: In 2019 to 2020, we updated and expanded our risk assessment of the watersheds that support our business worldwide. We assessed 20 key ingredients in 45 sourcing regions and 255 facilities (including 208 in our external supply chain), covering 60 major watershed basins and 221 minor watershed sub-basins globally. This process, which updated the analysis we conducted in 2016, included factors such as water quantity, water quality and reputation.*

We used the World Resources Institute (WRI) Aqueduct Water Risk Atlas and World Wildlife Fund (WWF) Water Risk Filter in this assessment.

Based on our recent risk assessment, we added three watersheds compared to our prior assessment: Bayou Meto/Gulf Coast, Escault/Parisian Basin, and Rio Lerma Basin. We also removed the Huang He (Yellow) watershed from our priority list due to divestment of our dairy business there.

Goal: Our goal is to champion the activation of water stewardship plans for the company's most material and at-risk watersheds in its global value chain by 2025. This is an ongoing process; as we continue to grow our company and identify new watersheds impacted by our business, this target year may change.

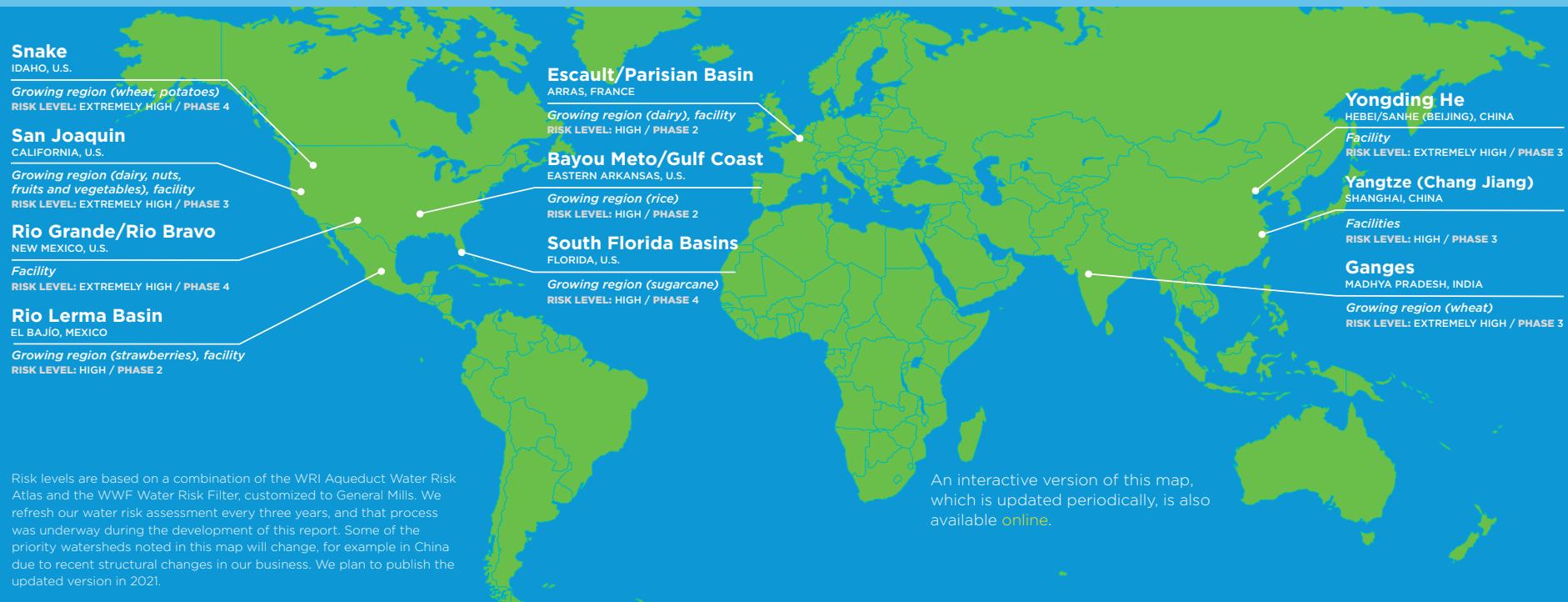
Progress: Three watersheds are in phase 2 (analysis and action planning), four are in phase 3 (collaboration) and three have advanced to phase 4 (transformation). See map on following page.



*Reputational water risks refer to companies' exposure to criticism due to perceptions about their decisions, actions, or impacts on freshwater resources and ecosystems and the communities that depend on them.



General Mills priority watersheds



External engagement and recognition



In 2020, General Mills achieved a place on the CDP 'A List' for water security, for the 3rd consecutive year.



In the 2020 update of its Feeding Ourselves Thirsty analysis, Ceres ranked General Mills No. 3 of 18 packaged food companies (and No. 3 of 40 food and beverage sector companies overall). The study assessed how companies are responding to water risks in governance and management, direct operations, the manufacturing supply chain and the agricultural supply chain.



General Mills continues to participate in the Ceres and WWF AgWater Challenge to protect freshwater in our agricultural supply chain. In 2016, we were named an AgWater Steward for having far-reaching, ongoing water commitments, reducing water risk in agricultural supply chains and supporting producers in addressing these issues.



SCIENCE BASED TARGETS NETWORK
GLOBAL COMMONS ALLIANCE

Building on the momentum of the Science Based Targets initiative (SBTi) for climate, General Mills has joined the Science Based Targets Network (SBTN) working group on freshwater to help companies and cities define and use targets based on planetary boundaries to reduce their impact on – and help restore – the Earth's freshwater.



Sustainable sourcing

► Material issues: Commodity availability, farmer livelihoods, human rights, responsible sourcing | GRI 102-12, 13, 203-1, 2, 204-1, FP4

Approach: Since launching our sustainable sourcing program in 2013, we have worked to improve the environmental, social and economic impacts of our raw materials. This aligns with our core values, helps ensure availability of ingredients and drives progress toward our [GHG emissions reduction targets](#). It also helps us meet our consumers' growing desire to understand the link between the food they purchase and its origin.

Progress: This year, we achieved our goal to sustainably source 100% of our 10 priority ingredients by 2020 (see graph). See additional details and definitions in [Performance dashboard: Sustainable sourcing](#) in the Appendix.

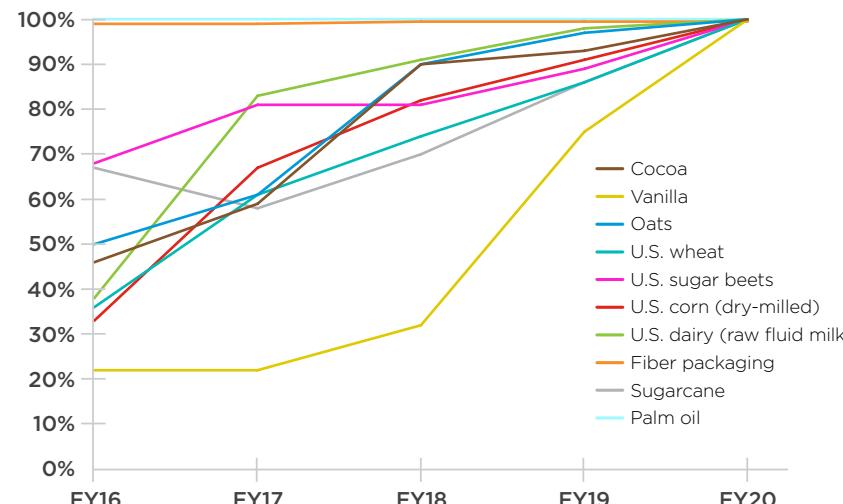
Insights: We have made substantial progress on our priority ingredients over the last seven years, and the knowledge we have gained has helped inform our strategy moving forward. We've learned we need to take a more

holistic approach to regenerating ecosystems and advancing human rights in order to more fully actualize

opportunities that catalyze change. This begins with understanding how systems – such as climate, agriculture,

water, biodiversity, and farming communities – are all interconnected, and how we as a company can positively impact each. Rooted in that knowledge, we must design programs that help regenerate the planet while also creating positive outcomes for people.

Percentage of priority ingredients sustainably sourced*



*These 10 ingredients represent 40% of our annual raw material purchases.

Looking ahead: To positively impact people and planet we must move beyond simply sustaining natural resources and farming communities. Our focus will shift to restoring the ecosystems connected to our business and enhancing the lives of the farmers and communities we impact. We're building upon our sustainable sourcing efforts to bring a regenerative focus to relevant priority ingredients and beyond. Our goal to advance regenerative agriculture on 1 million acres of farmland by 2030 is the beginning of our next journey. See [Regenerative agriculture](#) for more information about our path ahead.

Origin-direct investment

Approach: We rely on farmers and farming communities for our ingredients. When farmers can earn a good living and take care of the local environment, their lives are better and their communities are more stable. For ingredients such as cocoa and vanilla, our approach has been to invest in global growing regions with strategic suppliers and NGO

partners to improve farmer livelihoods, protect environmental resources and enhance ingredient quality.

Key Learnings: While our smallholder farmer programs have largely been successful, they have not adequately addressed environmental issues such as deforestation and soil degradation in cocoa and vanilla growing regions. Also, they have only been somewhat effective

in reducing the incidence of forced and child labor. In addition to the above, we must ensure that programmatic activities are informed by the needs of specific communities; a tailored approach, along with government support, will drive the greatest impact. We look forward to bringing a more comprehensive approach to investments and partnerships moving forward.

Looking ahead: We will prioritize partners and programs that holistically address environmental, social and economic issues threatening ingredient production and the surrounding community. We will bring a regenerative focus to our existing smallholder work to increase emphasis on protecting people and restoring ecosystems.



Cocoa

Progress: 100% of the cocoa General Mills purchased in fiscal 2020 was sustainably sourced.* We have expanded our work with key suppliers and NGO partners to provide direct support to cocoa-growing communities in West Africa, reaching 44,939 beneficiaries over six years.

Collaboration: We work directly with our suppliers to address systemic challenges and enforce our Supplier Code of Conduct, which prohibits forced and child labor. In addition, we've funded CARE International for six years to invest in communities and improve smallholder farmer livelihoods. We're also a member of the World Cocoa Foundation (WCF), which works with the food industry to address human rights and environmental issues in the cocoa supply chain. In March 2017, we signed on to WCF's Cocoa and Forests Initiative (CFI) to address deforestation in the cocoa sector.

Since signing on to WCF's CFI, we have worked closely with suppliers, NGOs and trusted advisor, Proforest, to identify strategic actions to protect and restore forests, increase sustainable production and promote social and community



engagement. We collaborated with those organizations to develop a General Mills action plan with intended investment and forecasted impact through 2022 for both Côte d'Ivoire and Ghana.

In Nigeria, we fund supplier programs to provide a comprehensive support package for participating farmer communities reflecting our vision and the Olam Living Landscape Policy.

CFI Impact: Through our CFI commitment to end deforestation

and restore forests in Côte d'Ivoire and Ghana, we achieved progress through 2019 compared to our 2022 targets as shown in the table below.

Learn more in our annual progress reports for [Côte d'Ivoire](#) and [Ghana](#).

Vanilla

Progress: 100% of the vanilla General Mills purchased in fiscal 2020 was sustainably sourced.** Through our partnerships and

programs, we have reached 10,156 beneficiaries over four years.

Collaboration: We work with our key supplier and NGO partners to advance sustainable vanilla in the Sava region of Madagascar. We've collaborated with [Virginia Dare](#) to support smallholder farmer co-op development in key sourcing communities and fund [Positive Planet](#) to administer capacity-building Village Savings and Loan Associations. We have also invested in and supported the [Sustainable Vanilla Initiative](#) as a platform for leveraging broader industry collaboration.

Through these collaborations, we have:

- Secured phase two funding to continue our vanilla smallholder program with Positive Planet International, and expanded our model to strengthen agroforestry and human rights programming
- Partnered with the Duke Lemur Center to deliver a regenerative management training and education program in collaboration with CURSA (Centre Universitaire Regional de la SAVA)



*Cocoa includes chocolate as well as cocoa powder, converted into cocoa bean equivalents. See the definition of sustainably sourced for this ingredient on page 71.

**See the definition of sustainably sourced for this ingredient on page 71.



Continuous improvement

Approach: Row crops and dairy are among the most resource intensive of our 10 priority ingredients. Through our sustainable sourcing efforts, we have focused on measuring year-on-year progress in field-level resource efficiency and are driving toward continuous improvement over time with farmers in our supply chain.

Collaboration: To advance progress, we partnered with farmers in our key sourcing regions to use frameworks developed by [Field to Market \(FTM\)](#) and the [Innovation Center for U.S. Dairy](#) to characterize the environmental impact of U.S. wheat, oats, corn, sugar beets and raw fluid milk. Since 2013, we have worked with more than 650 growers and data partners to collect and translate field-level practice data to aggregated environmental outcomes on a cumulative total of over 2.3 million acres (representing roughly 31% of the total) in 15 regions and across multiple growing seasons.

In addition to field-level data collection, we also facilitated benchmarking via aggregated impact reports, engaged growers annually during winter meetings, held summer workshops and field days, and collaborated with local experts to identify continuous improvement opportunities and best practices in farm management. Through these engagements, we have built a powerful network of farmers, suppliers and data partners, and increased our collective capability to measure impacts and assess opportunities to advance progress.

These connections across the supply chain have been central to progress to date and will continue to be essential in our efforts moving forward, as we shift our focus to regenerative agriculture.

Key learnings: Our continuous improvement engagements have deepened our understanding of key sourcing regions. Alongside partners, we've gathered insights into key drivers that impact targeted outcomes and have uncovered possible barriers to change.

Despite the high level of collaboration and engagement across row crops and dairy, unfortunately we are not able to report positive performance in all sustainability-related metrics in all regions over time (see table on following page).

We see several reasons for this disconnect:

- The industry metrics we have been using model resource impact against productivity (yield) so lower yields drive poorer performance.
- While farmers work diligently to protect yield, factors outside of their control such as weather can undermine even the best efforts to improve.
- Weather anomaly years greatly skew trends, especially for engagements with fewer years of data.

Additionally, we have learned that a focus on efficiency per bushel/ton does not necessarily translate to improved economic and environmental outcomes. For example, farmers may gradually increase production over time but may

also increase environmental impacts and cost in the process in their efforts to increase yields. Also, the metrics have not been as helpful to all growers as they can sometimes be difficult to interpret or tie back to key practice drivers. Lastly, we realized we cannot measure the sustainability of a crop independently, since every crop is part of a larger system. As we progressed in our programs, we found our approach was not telling the full story, overemphasized production over profit, focused on individual crops instead of the whole farm system, and did not provide useful feedback to farmers.

Overall, this approach and our efforts have built significant capability and understanding for the sustainable

agriculture industry. However, our experience has also illuminated some of the limitations that have prompted our transition to focusing on soil and ecosystem health.



regenerative agriculture on 1 million acres of farmland by 2030. [Learn more.](#)

To drive progress toward this goal, we are evolving many of our sourcing sustainability programs to incorporate support for growers to transition to regenerative management. In addition to modeling impacts to natural resource efficiency we are measuring actual outcomes on pilot fields for soil health and soil carbon, biodiversity, water management, and profitability and economic resilience, and captured baselines in key sourcing regions of North America in 2019 and 2020. Our approach aims to measure economic and environmental resilience of ecosystems and farming communities over time.



Continuous improvement ingredients results

Engagement regions	Grower engagements	Metric	Years of data (average)	Cumulative acres measured	Performance trend*
OATS 	<ul style="list-style-type: none"> ■ Eastern Saskatchewan ■ Manitoba ■ Northern North Dakota <ul style="list-style-type: none"> ■ Paterson Grain in Manitoba and North Dakota ■ Exceed Grain Marketing, Shark Ag Consulting, Richardson and Viterra in Saskatchewan 	Land use efficiency Energy intensity Climate intensity Soil erosion Nitrogen efficiency	7	413,724	Positive Mixed Negative Positive Negative
U.S. WHEAT 	<ul style="list-style-type: none"> ■ Southeastern Idaho ■ Northern Plains ■ Southern Plains ■ Indiana ■ Missouri ■ Montana <ul style="list-style-type: none"> ■ Thresher Artisan Wheat in the Snake River region ■ ADM in the Northern Plains, Southern Plains and Eastern Corn Belt regions ■ CHS in the Northern Plains ■ General Mills in Montana 	Land use efficiency Energy intensity Climate intensity Soil erosion Nitrogen efficiency	5	1,487,856	Mixed Mixed Mixed Negative Mixed
U.S. SUGAR BEETS 	<ul style="list-style-type: none"> ■ Red River Valley ■ Southeastern Idaho ■ Southern Minnesota ■ Central Michigan ■ Mountain West <ul style="list-style-type: none"> ■ Amalgamated Sugar in the Snake River Valley region ■ American Crystal Sugar in the Red River Valley region ■ Michigan Sugar in Michigan ■ Western Sugar in the Mountain West ■ Southern Minnesota Beet Sugar Cooperative in Southwest Minnesota 	Land use efficiency Energy intensity Climate intensity Soil erosion Nitrogen efficiency	7	285,167	Mixed Negative Mixed Mixed Mixed
U.S. CORN (DRY MILLED) 	<ul style="list-style-type: none"> ■ Eastern Illinois ■ Central Wisconsin ■ Kansas ■ Nebraska <ul style="list-style-type: none"> ■ Didion in South Central Wisconsin ■ Bunge in Illinois, Kansas and Nebraska ■ ADM in East Central Illinois 	Land use efficiency Energy intensity Climate intensity Soil erosion Nitrogen efficiency	5	122,669	Mixed Negative Negative Mixed Mixed
U.S. DAIRY (RAW FLUID MILK) 	<ul style="list-style-type: none"> ■ Central Michigan <ul style="list-style-type: none"> ■ Supply from Foremost Farms USA and Dairy Farmers of America to our Reed City, Michigan, yogurt facility 	Energy intensity Climate intensity	5	NA (100% of volume)	Positive Positive

*Trend classified as positive if all engagements had positive results; threshold of two-thirds of engagements to determine classification as either negative or mixed.





Verification

Approach: We have strived to increase the sustainability of fiber packaging, sugarcane and palm oil by working across the industry to improve practices and align to industry standards to verify sustainable outcomes in high-risk regions.

Fiber packaging

Progress: 100% of the fiber packaging General Mills purchased in fiscal 2020 was sustainably sourced.*

Ninety percent of the fiber we use in our packaging comes from the United States and Canada – areas at low risk for deforestation.



Strategy: Over ninety percent of our fiber packaging supply is considered at low risk for contributing to worldwide deforestation because the packaging uses either recycled materials or virgin fiber sourced from regions where deforestation is not occurring. The remaining volume is sourced from countries considered at high risk,

including China. We align to international standards and guidelines to ensure our packaging does not contribute to deforestation, and work with our suppliers to improve supply chain transparency

Actions:

- In 2020, we refreshed our global fiber assessment with an origin mapping exercise to better understand regional risks and opportunities
- In 2019 and 2020, we worked with suppliers to secure FSC Mix certification or better from suppliers for all fiber packaging originating in high-risk sourcing origins

Key learnings and looking ahead: We have an opportunity to improve the traceability of our fiber supply chain in high-risk regions. While we were successful in obtaining certification for volumes in Asia, the process proved arduous without automation and integration with business and sourcing processes. Moving forward, we look to improve our visibility and data management to more swiftly remediate supplier nonconformance and proactively identify opportunities to ensure our worldwide fiber purchases do not contribute to deforestation.

Sugarcane

Progress: 100% of the sugarcane General Mills purchased in fiscal 2020 was sustainably sourced.*

The majority of the sugarcane we purchase comes from the Western Hemisphere.



Strategy: More than half of the sugarcane we purchase globally is grown in low-risk countries, such as the U.S. and Australia. We continue to leverage our Bonsucro membership and the organization's Production Standard, plus related credits to help

Key learnings and looking ahead: While we achieved our target, we recognize that we need to now move beyond certification and join leading industry peers in investing in key origins to deliver sustainable outcomes for people and planet. Many existing sustainability impact programs focus on protecting people (especially sugarcane cutters), by providing access to water, rest and shade, personal protective equipment, and sanitation services.

farmers and mills in our supply chain measure and increase productivity while reducing key environmental impacts and advancing human rights.

Actions:

- In 2020, we completed an updated origin mapping exercise to better understand regional risks and opportunities
- Purchased Bonsucro credits where physical certification was not available
- Identified several promising impact investment programs and partners in Brazil and Mexico



Ensuring farm worker safety and health is essential, but we also see an opportunity to bring a broader focus that addresses environmental, social and economic issues holistically, including soil and ecosystem health. In 2020, we identified mill partners and peer companies interested in collaborating on systems-level impact programs in high-risk sugarcane growing regions. We are excited to invest in this type of program beginning in 2021.

*See the definition of sustainably sourced for this ingredient on page 71.



Palm oil

Progress: 100% of the palm oil General Mills purchased in fiscal 2020 was sustainably sourced and 100% was traceable to the mill.*

Most of the palm oil we purchase comes from Malaysia and Indonesia.



Strategy: Although General Mills is a relatively minor user of palm oil, we are dedicated to sourcing palm oil in a socially and environmentally responsible manner. Our initial commitment in 2010 included compliance with our [Supplier Code of Conduct](#), as well as prevention and resolution of human rights and/or land conflicts consistent with the principle of free, prior and informed consent. As part of our concern about deforestation and human rights in palm oil growing regions, we supplemented our initial commitment with our Policy on

Responsible Palm Oil Sourcing (created in 2018) and our [statement on responsible palm oil sourcing](#) (updated in 2020).

Actions:

- Achieved 100% Roundtable on Sustainable Palm Oil (RSPO) certification in 2015 (and maintained that certification since)
- Shifted PalmTrace credit purchases to mass-balance and segregated certified volumes
- Implemented annual supplier scorecard process to evaluate progress against No-deforestation, No-peat and No-exploitation (NDPE) policy implementation
- Aligned with industry peers and NGO stakeholders to contribute to and pilot the emerging NDPE Implementation Reporting Framework
- Joined the [Consumer Goods Forum's Forest Positive Coalition of Action](#) and will collaborate to build the Palm Oil Roadmap
- Made first impact investment in the Aceh Singkil region of Indonesia, focused on supporting smallholder farmers and reducing deforestation

Grievance process: In recent years, we have received an increasing number of

Reducing deforestation by improving livelihoods

General Mills and Musim Mas Group launched a program designed to integrate independent smallholders from villages neighboring the Leuser Ecosystem in Aceh Singkil, Sumatra, Indonesia, into the sustainable palm oil supply chain to reduce deforestation

by improving livelihoods. Investment from General Mills will support the hiring of village extension officers who will provide good agricultural practice, financial literacy and NDPE training and resources to smallholders. [Learn more.](#)

Purchasing of RSPO certified volumes* (metric tons)

	CY2016	CY2017	CY2018	CY2019	CY2020
Mass balance volume	56,970	76,000	76,923	84,363	101,330
Segregated volume	11,550	6,140	902	349	622
RSPO PalmTrace Credits**	6,600	3,740	1,153	1,891	1,215
Total	75,120	85,880	78,978	86,603	103,167

*Calendar year data

**Formerly known as Green Palm Credits

producer-related grievances with alleged cases of non-compliance against our policy. To ensure the effective handling of these cases, we have introduced an internal grievance management system which reflects best-practice in handling grievances. We disclose information about alleged cases of non-compliance against our policy in the General Mills [Palm Oil Grievance Tracker](#).

Standards: In fiscal 2015, we met our commitment to source all palm oil through sustainable purchases that meet RSPO standards, and we have maintained that performance through fiscal 2020. We have continued to shift toward mass balance and segregated palm oil – accounting for 99% of our purchases in 2020 – and away from certificates.

Traceability: In 2020, we continued working with Proforest to trace our palm oil supply chain back to the mill and plantation where possible, identify sustainability risks and collaborate with suppliers to ensure responsible and sustainable sourcing. At the end of 2020, 100% of our palm oil volume was categorized as traceable to the extraction mill – among the best in our industry.

Click [here](#) for a list of our current global direct palm oil suppliers and the most recent list of mills supplying our direct suppliers. This information will be updated two times each year. We are driving toward increased public transparency regarding upstream supply and now expect all of our palm oil suppliers to follow a similar practice.

Hurdles remain in the palm oil supply chain. If an audit or other highly credible source reveals or confirms that a supplier is seriously violating the stated principles of our policy, and if that supplier does not acknowledge and immediately remediate the concern, General Mills will suspend or eliminate palm oil purchases from that vendor.

Key Learnings and looking ahead:

Similar to sugarcane, we have an opportunity to move beyond certification and supplier engagement to industry collaboration and targeted impact investments. We also have an opportunity to bring a regenerative approach to restore ecosystems while protecting and promoting the rights of people connected to the palm oil supply chain.

*See the definition of sustainably sourced for this ingredient on page 71.



Regenerative agriculture

► Material issues: Biodiversity, climate change, commodity availability, farmer livelihoods, human rights, responsible sourcing, water stewardship | GRI 102-12, 13, 201-1, 304-2, 3

As a global food company, our business is rooted in agriculture. Over time, the quality and availability of the earth's natural resources have declined, while the need to provide for a growing population has increased. The impacts of agriculture have adversely affected farmer livelihoods and conditions for communities globally. Simply sustaining the current state of ecosystems and communities is not enough. We must instead invest in the potential of agriculture to ensure a thriving future for both people and planet.

*General Mills regenerative agriculture efforts will focus on our most GHG emissions-intensive ingredient categories: wheat, oats, dry corn/sweeteners, fats and oils, dairy, sugar, chocolate/cocoa, meat, nuts and miscellaneous grains (barley, cassava, rice). One million acres represents about 20% of our sourcing footprint in North America. We are developing measurement and tracking criteria and plan to report progress against this goal in the next fiscal year. See [Understanding impacts and assessing progress](#) for detail.

SIX CORE PRINCIPLES OF REGENERATIVE AGRICULTURE

UNDERSTAND
context of farm operation

MINIMIZE
disturbance

MAXIMIZE
diversity

KEEP the
soil covered

MAINTAIN living
root year-round

INTEGRATE
livestock

Over the last several years, we have gained many insights from our [sustainable sourcing](#) and [climate](#) programs. We understand we must take a more integrated, systemic approach to unlock the tremendous opportunity of enhanced food system resilience. Building on our experience, we are on a journey to make a meaningful difference through regenerative agriculture.

We define regenerative agriculture as a holistic, principles-based approach to farming and ranching that seeks to strengthen ecosystems and community resilience. This inclusive approach is relevant

to all types of farms – large and small, conventional and organic. Regenerative agriculture is a powerful lever for change across the agricultural supply chain and can help maintain a steady supply of high-quality ingredients while addressing some of the world's biggest environmental, social and economic challenges and opportunities (see box on page 35).

We recognize that regenerative agriculture is not a new approach to farming and ranching. The principles that guide regenerative agriculture have roots in global Indigenous agricultural

traditions, and we celebrate the land stewards who pioneered and preserved these holistic cultivation techniques.

Our goal: Advance regenerative agriculture on 1 million acres of farmland by 2030.*

Our approach: We believe regenerative agriculture works best when the farming or ranching operation is viewed as a living ecosystem. Our approach seeks to drive adoption of regenerative agriculture principles – and measure environmental and economic outcomes – across five key areas (see graphic).

Regenerative agriculture outcomes

BIODIVERSITY: Diversity in crop varieties, grazing animals, wildlife and pollinators supports resilient ecosystems that can better withstand disease, pests and climate shocks.

WATER MANAGEMENT: Regenerative agriculture helps maximize water use efficiency in rain-fed and irrigated systems, and can reduce agriculture's impact on water quality, helping to protect and restore clean water in nearby streams, rivers and lakes.

SOIL HEALTH: Soil is a complex ecosystem that forms the base of the food chain for humans and land animals. It plays an essential role in cleaning and storing water, supporting biodiversity and regulating the climate.

COW AND HERD WELL-BEING (IN DAIRY OPERATIONS):

Rotational grazing and feeding cows a diverse mix of crops support cow health and increase resiliency across the whole dairy ecosystem.

FARMER LIVELIHOODS AND COMMUNITY RESILIENCE:

Regenerative agriculture practices reduce the need for more expensive inputs by fostering natural nutrient cycling and pest suppression. These practices can strengthen whole farm profitability and resilience over time.

See page 36 for how we measure progress in each of these areas.



Challenges and opportunities: We depend on thriving ecosystems and farming communities for the food we make and eat, but many critical challenges threaten their future. Regenerative agriculture helps to address these challenges and create opportunities. [Learn more.](#)

Challenges and opportunities					
CHALLENGES					
OPPORTUNITIES					
 The world is losing farmable topsoil at unsustainable rates. Globally, about 33% of the Earth's soils are already degraded, and that is projected to increase to more than 90% by 2050.*	 Farmers are under mounting economic pressure. The profitability of farming has been under ongoing pressure due to rising costs of inputs needed to maintain yields, such as seed, synthetic fertilizers and pesticides, and equipment.	 Agriculture's contribution and susceptibility to climate change is increasing. Agriculture must reduce GHG emissions and increase climate resilience while producing food, fiber and fuel to keep pace with a growing population.	 Poor agriculture practices are threatening water quality and availability. On average, agriculture accounts for 70% of global freshwater withdrawal. In many critical aquifers, water is being used faster than it can be replenished. Poor soil management practices result in nutrient and sediment runoff that contaminates nearby water bodies.	 Biodiversity loss negatively affects farm productivity and resilience. One million species on our planet – an eighth of all species – are at risk of extinction.** Plants, insects and birds provide necessary ecosystem services such as pollination, pest predation, and residue decomposition.	 Climate change and agriculture have a significant impact on human rights. People and communities around the world are facing significant challenges related to access to food, shelter, water and sanitation, as well as living and working conditions such as forced and child labor.
Regenerative agriculture principles help to rebuild and restore soil health and function. For example, minimizing physical and mechanical disturbance helps to prevent soil erosion.	Regenerative agriculture can help farmers maintain production while reducing the need for costly external inputs such as synthetic pesticides and fertilizers, improving profitability and resilience.	Regenerative agriculture helps sequester carbon in soil while reducing reliance on fossil fuel based inputs and increasing resilience to extreme weather events.	Regenerative agriculture helps to keep soil and nutrients on the farm where they belong, which can lead to cleaner water. Healthy soil can accept and store more water, ensuring more is utilized by plants and not lost to evaporation or runoff.	Regenerative agriculture restores these critical services, many of which can naturally suppress yield-limiting threats like weeds, disease and other pests.	Improved economic and environmental resilience from regenerative agriculture can contribute to improved outcomes for farmers, farm laborers and the broader community, such as better living and working conditions and basic human rights like access to food and water.

Advancing regenerative agriculture:

We work to advance regenerative agriculture in a variety of ways, and in collaboration with farmers and industry experts:

- Context:** We work to understand local context so that our actions align with unique needs and connect to complementary efforts to ensure a holistic approach.

- Education:** In multiday workshops, farmers learn about regenerative

principles and hear from local farmers about how they are practicing regenerative agriculture, to develop a regenerative mindset and view their operations differently.

- Coaching:** Farmers receive one-on-one coaching for three years to help develop and implement regenerative management plans.

- Community:** We connect farmers practicing regenerative agriculture to one another, through field days,

café meet-ups, and groups on social media, to build community and provide mutual support.

- Measurement:** We are tracking changes in soil health, biodiversity, water quality and farmer economics over several years as farmers implement their regenerative management plans (see next page).

- Market:** We work to increase market opportunities for farmers using regenerative management practices.

We are Founding Circle members of the [Ecosystem Services Market Consortium](#) and plan to pilot a market-based incentive mechanism so farmers can be paid for the environmental services they provide through regenerative agriculture.

- Consumers:** We communicate about the benefits of regenerative agriculture with consumers through our brands. [Learn more.](#)

*Source: FAO and ITPS, 2015; IPBES, 2018.

**Source: <https://www.un.org/sustainabledevelopment/blog/2019/05/nature-decline-unprecedented-report/#:-text=The%20Report%20finds%20that%20around,20%25%2C%20mostly%20since%201900.>



Understanding impacts and assessing progress

We are working to advance the science of regenerative agriculture to better understand its environmental, social and economic impacts.

Regenerative Agriculture Self-Assessment: In 2019, we launched Version 2.0 of the General Mills Regenerative Agriculture Self-Assessment, developed in collaboration with producers, scientists, and diverse stakeholders across the food system. This user-friendly, open source tool is designed to help farmers and ranchers within and beyond our network to understand alignment between their agricultural practices and the principles of regenerative agriculture. The tool is also designed to help companies with agricultural supply chains gain visibility to farm-level impacts.

After our first year of collecting responses from producers within and beyond our General Mills network, we are energized by early findings:

- Through fiscal 2020, producers representing 370,000 acres across 20 different countries completed the self-assessment, demonstrating high engagement across regions.
- Organic and conventional producers both reported strong implementation of three key regenerative agriculture principles: minimize soil disturbance, keep the soil covered, and maintain a living root in the ground year-round.
- Producers identified room for growth related to the other two principles: maximize crop diversity and integrate livestock into cropping systems.

We use this data to identify areas to more closely partner with farmers and ranchers to advance regenerative agriculture. The results also illuminate opportunities for us to hone the tool over time by integrating educational resources.

Measurement: We are also developing robust scientific methodologies to measure and study the outcomes associated with regenerative agriculture. We believe it is important to measure regeneration to ensure scientific credibility of our efforts and explain how the approach is different from traditional sustainability efforts.

New technologies: Building on farm-level information, we are implementing technologies that will allow us to quantify these impacts across entire

regions where we source key ingredients. Using satellite imagery, we plan to track changes in agriculture practices such as cover crops and no-till on the landscape over time. We're developing approaches to use sensors such as microphones and cameras to detect insects and birds using artificial intelligence.

Progress in our key sourcing regions: In partnership with Understanding Ag and Soil Health Academy, through 2020 we have conducted these activities that drive progress toward our million-acre goal:

- Provided one-on-one technical support for regenerative management in regions where we source oats, wheat and dairy farmers representing nearly 70,000 acres (see graphic on next page)

How we measure progress



BIODIVERSITY

Assessing plant species diversity, collecting insect samples, measuring insect services such as pollination, and measuring bird species diversity as indicators of ecosystem health



WATER MANAGEMENT

Modeling farmers' impact on water quality and quantity and conducting in-field tests to see how well the soil absorbs water during heavy rain events



SOIL HEALTH

Collecting soil samples to monitor changes in soil health, function and carbon sequestration



FARMER LIVELIHOODS AND COMMUNITY RESILIENCE

Monitoring field operations, inputs, and costs and returns to understand the economic impact of regenerative management



COW AND HERD WELL-BEING (IN DAIRY OPERATIONS)

Partnering with the University of Wisconsin-Madison to develop comprehensive animal welfare metrics and measurement protocols



- Delivered multiday workshops on regenerative agriculture principles to farmers from 200 farms representing over 250,000 acres
- Launched soil health, biodiversity, and economic analysis on one field per farm to assess key outcomes, over the course of three to five years, associated with the transition to regenerative systems
- Launched collective research about the links between farm management, soil health, water use and quality, and different forms of biodiversity

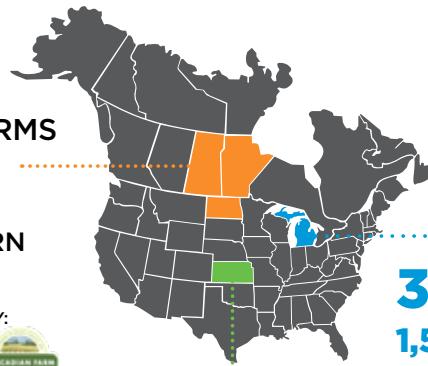
Progress in our supply chain: Through 2020, we continued multiyear, farm-direct supply agreements to drive progress toward our million-acre goal. For example, in 2018, General Mills engaged in a strategic sourcing arrangement with South Dakota-based Gunsmoke Farms LLC to convert 34,000 acres of conventional farmland to certified organic. In 2020,

the farm completed its transition to certified organic. Today, Gunsmoke Farms supplies organic wheat for our Annie's Mac & Cheese. [Learn more.](#)



△ Cascadian Farm is partnering with The Nature Conservancy to protect natural resources, help restore the health of farm ecosystems and make farming operations more resilient to threats like climate change. As highlighted on our Cascadian Farm cereal boxes, we are committing \$750,000 to The Nature Conservancy over two years to help rebuild wildlife habitat and regenerate groundwater on over 600 acres of farmland – 25 million square feet – in California's Sacramento Valley. This partnership is one step on our journey to advance regenerative agriculture and connect consumers to the land that feeds them. [Learn more.](#)

We are partnering with organic and conventional farmers, suppliers and trusted farm advisors in key growing regions to drive the adoption of regenerative farming principles. Starting with pilot programs on:



45 FARMS

50,000 ACRES IN NORTHERN PLAINS

SUPPORTED BY:
Cheerios
NATURE VALLEY

3 FARMS

1,500 ACRES IN GREAT LAKES REGION

SUPPORTED BY:

24 FARMS

17,000 ACRES IN SOUTHERN PLAINS

SUPPORTED BY:

More than 250,000 acres are collectively managed across our pilot programs: oats (170,000), wheat (70,000), and dairy (14,000).

Regenerative Farming Fellowship

The Stone Barns Regenerative Farming Fellowship, launched in 2019 with support from the General Mills Foundation, supports farmers in their transition to regenerative farming principles. The program's peer cohort model fosters participants' development as both practitioners and ambassadors of regenerative farming. Below is a current participant from each of the program's two focus regions: the Midwest and the Northeast.



△ Fresh Roberson, a granddaughter to sharecroppers, developed a connection to the land early. As a long-time grower, beginning farmer and chef, Fresh works to advance racial equity in the Midwestern grain economy while making quality fresh food accessible to the community. They currently farm in Chicago, Illinois, while looking to expand to a larger plot of rural land. Chef Fresh is the Director of Chicago Bread Club and founder of Fresher Together, a collaborative food and farming project for healing, economic development, training and retreat.



△ Sara Williams Flewelling is a 2nd generation organic farmer, professional miller and baker. She and her father, Matthew Williams, own Aurora Mills and Farm, a hands-on, family-owned business devoted to providing the very best Maine-grown, USDA certified, organic grains. Aurora Mills is a pioneer in the resurgence of the grain growing economy in Maine and specializes in regenerative organic growing practices, such as diversifying and identifying alternative crops for grain rotations.



Supporting ecosystem health

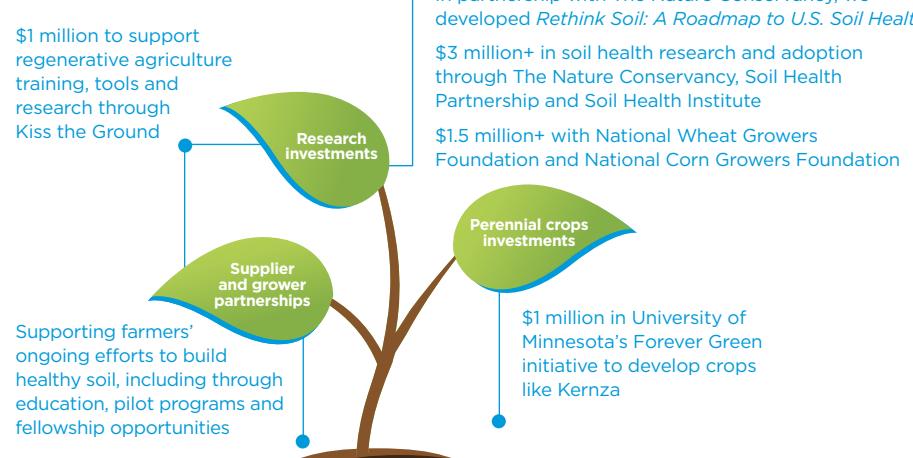
Even before our regenerative agriculture commitment, General Mills had been actively engaged in work to promote ecosystem health, including our [sustainable sourcing program](#); initiatives related to soil health, pollinators and organic farming; as well as efforts to reduce pesticide use. These have all helped inform our regenerative agriculture approach and continue to be priorities for the company.

Investing in soil health

More than 99% of our food starts from the soil,* so improving soil health is critical as the global population grows. Healthy soil is the foundation of regenerative agriculture, so we are investing to help farmers adopt principles to rebuild and regenerate it. Our commitment to regenerative agriculture expands on our long-term partnerships and investments in this area. General Mills has invested more than \$8.5 million in initiatives to advance soil health on U.S. agricultural lands, including research investments, supplier and grower partnerships and perennial crop investments. See below for details.

*Pimentel, David, "Soil Erosion: A Food and Environmental Threat," 2006.

We have invested more than \$8.5 million to advance soil health



Advancing organic farming

Today, less than 1% of the farmland in the U.S. is certified organic. General Mills is dedicated to increasing the long-term capacity of our organic supply chain. We view organic, with its focus on biological nutrient cycling in place of synthetic chemical dependence, as a strong foundation of regenerative principles.

We work to advance organic farming practices in the following ways:

- Advancing organic supply chains
- Industry collaboration
- Public policy engagement
- Research and farm-based support
- Supporting young farmers and sustainable food leaders

70,000+

Together our Annie's, Cascadian Farm and Muir Glen brands accounted for more than 70,000 acres of organic acreage in fiscal 2020.

34,000

General Mills partnered with Gunsmoke Farms to convert 34,000 acres of conventional farmland to certified organic.

#1

General Mills is the largest provider of natural and organic packaged food in the U.S.*

Large-scale organic land conversion

In 2018, General Mills engaged in a strategic sourcing arrangement with South Dakota-based Gunsmoke Farms LLC to convert 34,000 acres of conventionally managed farmland to certified organic. As part of this agreement, General Mills has partnered with Midwestern BioAg to provide on-the-ground mentorship for the farm operators to implement regenerative principles such as maximizing diversity by adding more crops to the growing rotation.

Gunsmoke, located outside of Pierre, South Dakota, had been managed conventionally for more than three decades before its transition to organic over the last three years using regenerative agriculture principles. The combination of cover crops, a diverse crop rotation, planting perennial

crops, and minimizing tillage were instrumental in restoring the land to a holistic farming system that now grows spring wheat, winter wheat, alfalfa, oats, peas and Kernza. In addition, farm managers will plant nearly 3,000 acres of pollinator habitat throughout the farm in partnership with the Xerces Society for Invertebrate Conservation (Xerces Society). In the summer of 2020, the farm received organic certification by the U.S. Department of Agriculture's National Organic Program. The organic wheat from the farm will be used to make Annie's Mac and Cheese.

This type of long-term, direct contracting is unprecedented for General Mills and the industry. This agreement provides farmers and landowners a high level of security, which supports them in making a transition of this magnitude.



Improving pollinator health

Thirty-five percent of crop production around the world relies on honey bees and other pollinators such as birds and butterflies.* Many of our products contain honey, fruits, nuts, vegetables and other ingredients that require bee pollination, so healthy and abundant bee populations are a priority for General Mills. We work with our suppliers and leading conservationists to protect and expand bee habitats and fund research to better support the health and recovery of honeybees.

General Mills investment in pollinators:

Since 2011, General Mills and our brands have invested more than \$6 million to support pollinator and research efforts.



In late 2016, General Mills, the Xerces Society and the U.S. Department of Agriculture announced a partnership to restore and protect pollinator habitat across hundreds of thousands of acres of farmland in North America. The five-year, \$4 million financial commitment between General Mills and USDA's Natural Resources Conservation Service (NRCS) has supported farmers across the U.S. by providing technical assistance to plant and protect pollinator habitat, such as native wildflower field edges and flowering hedgerows.

Through 2020, this partnership has led to 333,750 acres of new, enhanced or protected habitat, surpassing the goal of 100,000 acres.

For further details on progress, refer to the [full report](#) from Xerces.

Connecting with our consumers

▷ In fiscal 2020, our Annie's brand launched a special-edition fruit snack product called *Bees, Bugs and Butterflies*. This new product highlights our partnership with The Xerces Society, features fun pollinator shapes, and provides consumers important information about pollinator health.



▷ In partnership with Observatoire Français d'Apidologie (OFA), our Yoplait team launched a multi-year campaign to protect pollinators, resulting in more than 300 million bee-friendly flowers planted in France in fiscal 2019 and 2020.



Reducing synthetic pesticide use

We recognize some consumers and stakeholders have concerns about pesticides. In today's global agriculture system, where plant pests and diseases are responsible for losses of 20% to 40% of all food production, farmers rely on pesticides, fertilizers and other tools to protect crops and grow ingredients for the foods we eat. As a key participant in this system, we elevate food safety as our number one priority, and we maintain a comprehensive system of controls and processes to ensure the highest-level of product quality and safety.

In addition to our strict regulatory compliance and food safety standards, we are committed to protecting and regenerating the land from which our ingredients are grown. Recognizing that synthetic pesticides may harm beneficial insects including pollinators, or drift beyond a farmer's field, affecting nearby fields and ecosystems, we are actively working across our value chain to limit these unintended and

potentially harmful impacts. We have strategies in place to reduce synthetic pesticide use, and we work with trusted agronomists and other experts to implement continuous improvement practices throughout our supply chain. Our commitments to regenerative agriculture, integrated pest management (IPM), organic acreage expansion, and pollinators not only support healthy ecosystems and soil health, but also directly reduce farmer reliance on pesticides and other agrochemicals.

[Learn more](#), including about our IPM practices.



We work with nature to reduce the need for synthetic pesticide use through four key strategies



INTEGRATED
PEST
MANAGEMENT
PRACTICES



POLLINATOR
HABITAT



ORGANIC
ACREAGE
EXPANSION



REGENERATIVE
AGRICULTURE



Responsible sourcing

Supply chain responsibility

► Material issues: Human rights, responsible sourcing | GRI 408, 409, 412 1-3, 414 1-2, FP1-2

At General Mills, we are responsible for maintaining high standards not only in our own operations, but also across our value chain. Our supplier base is large, complex and global, with thousands of suppliers in more than 25 countries. Through our Global Responsible Sourcing program, we uphold our [Supplier Code of Conduct](#) and drive ongoing supplier progress in the areas of health and safety, human rights, business integrity and the environment. This increases our influence to protect and respect the people who supply, transform and manufacture the goods and services we use to make our products.

Audits: We expect all suppliers to uphold our Supplier Code of Conduct, and we use responsible sourcing audits to assess and understand suppliers'

business practices. These audits, which follow the Sedex Members Ethical Trade Audit (SMETA) protocol, are distinct from food safety audits. The SMETA framework is widely recognized by companies across many sectors, which enables suppliers to share audit results with multiple customers to improve efficiency and reduce audit burden. Accredited third-party auditors perform these audits and ensure timely creation of corrective action plans and closure of noncompliances identified within a specified time frame. Due to the challenges of COVID-19, General Mills is accepting virtual SMETA audits in regions where physical audits are not permitted.

Owned locations and co-packers: All of our owned manufacturing locations and co-packers are required to conduct

a physical or virtual audit every three years at a minimum and develop and confirm implementation of a corrective action plan for all noncompliances. In fiscal 2018, all co-packer locations transitioned to the SMETA audit protocol. During fiscal 2020, 45 of our owned locations and co-packers were audited, representing about 21% of the total, compared to 54 locations the prior year. When issues arise in audits or through media alerts, the responsible sourcing team elevates them to our Risk Ownership board for visibility and provides regional sourcing leadership with recommendations to close the finding. If needed, visibility is brought to the regional supply chain leader for resolution. Regular progress review is

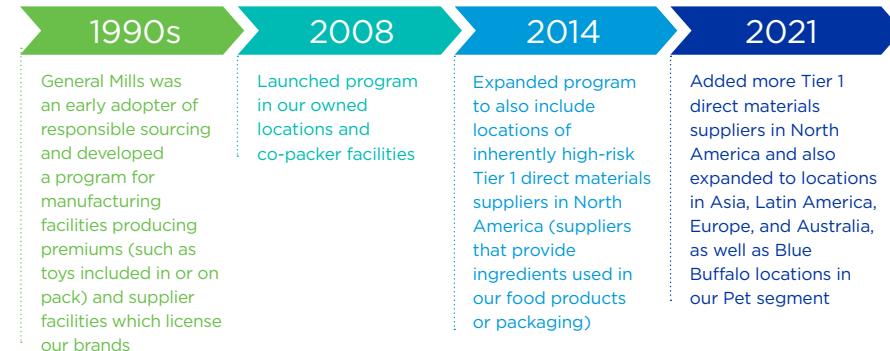
conducted until the issue is resolved.

Tier 1 suppliers: Tier 1 direct materials suppliers are rated by inherent country and goods risk using external data sources. From fiscal 2018 to fiscal 2020, inherently high-risk suppliers were asked to complete a self-assessment questionnaire; audits were then conducted for the highest-risk suppliers that completed this assessment. During fiscal 2020, one supplier facility underwent a third-party audit.

Governance and integration: The Chief Procurement Officer leads Global Sourcing with accountability to our Chief Supply Chain Officer who reports to our CEO.

The Global Responsible Sourcing program has a dedicated team and is

Global Responsible Sourcing timeline



Risk-based segmentation

To segment our Tier 1 suppliers into different risk levels, we consider factors including geography, ingredient category, and the results of prior responsible sourcing audits from around the world, covering health and safety, human rights, business integrity and the environment. The audit-related data sources used include 3,655 SMETA supplier audits, 12,763 ISO 14001 supplier audits and 1,324 SA8000 supplier audits. These 17,742 supplier audits were concentrated in countries with known environmental,

social and governance risks, based on public sources including the Yale Performance Index, the Social Progress Global Index, the Worldwide Governance Index and the Corruption Perception Index. Our segmentation, completed in January 2019, was determined based on an aggregation of this data. We selected these data sources to uncover risks as outlined in our Supplier Code of Conduct, focused heavily on human rights and health and safety.



part of our Global Supply Risk Center of Excellence (COE) as of fiscal 2020. This COE was established to drive holistic risk routines, standardized processes and business integration to incorporate risk data deeply into decision making across General Mills. We now manage our interactions

across owned manufacturing locations, co-packers, and Tier 1 direct suppliers under one program through our COE.

Responsible sourcing is integrated into our Source to Pay process, the workflow utilized by the Global Sourcing organization. In fiscal 2020, we made the following enhancements:

Audit results*

	Fiscal 2018	Fiscal 2019	Fiscal 2020
Owned manufacturing locations			
Number of sites audited	20	19	23
Locations with noncompliances**	12	9	16
% of noncompliances resolved***	94%	89%	65%
Co-packers			
Number of sites audited	47	35	22
Locations with noncompliances****	31	17	14
% of noncompliances resolved***	68%	98%	53%
Tier 1 direct suppliers			
Number of sites audited	38	11	1
Locations with noncompliances*****	24	6	1
% of noncompliances resolved***	60%	55%	0%

*For fiscal 2018 and 2019, some data differ compared to prior reports due to changes in methodology (% of noncompliances resolved are reported based on the number of findings rather than the number of suppliers with findings) as well as improvements in data collection and accuracy.

**Of noncompliances identified for owned manufacturing locations in fiscal 2020, 36% related to human rights and 64% related to health, safety and environment.

***As of December 2020.

****Of noncompliances identified for co-packers in fiscal 2020, 30% related to human rights and 70% related to health, safety and environment.

*****Of noncompliances identified for Tier 1 direct suppliers in fiscal 2020, 100% related to health, safety and environment.

- Suppliers must accept our Supplier Code of Conduct to participate in all bidding events
- The Supplier Code of Conduct is integrated into standard ingredient and packaging contracts (in addition to being linked to all purchase orders)
- The Global Sourcing organization advanced understanding and integration of expectations by translating mandatory training on the Supplier Code of Conduct into five local languages
- During the first part of fiscal 2021, we further advanced our program in the following ways:
 - Shifted management of our Global Responsible Sourcing program from a third party to in-house
 - During the bidding process, all suppliers are now asked to upload a responsible sourcing audit and corrective action plan if one has been conducted in the last three years
- Piloted addition of responsible sourcing metrics to co-packer scorecards, alongside commercial metrics such as on time delivery and price competitiveness
- Expanded program to locations globally, including Blue Buffalo in our Pet segment, supported by internal data systems
- Leveraged holistic risk elements (such as financial, ethics and compliance, human rights and cyber) through the Global Supply Risk COE to provide a more complete picture of supplier business practices
- Piloted a new Risk Escalation and Resolution process that incorporates Global Responsible Sourcing program critical findings and also investigates human rights concerns outside of audit data (learn more in our [Human rights](#) section)

Corporate Social Responsibility Communities of Practice

To provide education and a forum for peer sharing on responsible sourcing and supplier diversity topics, we hold Corporate Social Responsibility Communities of Practice on a quarterly basis for the Sourcing and Sustainability teams. These events are designed to increase consideration in daily decision making about issues that impact people and to promote networking between the two teams. The Communities of Practice

take place globally, with 80 to 100 people participating in each session. For example, in June 2020, to build on the company's Pride month events, we held a global call on the LGBTQ+ community fight for human rights and equity. Participants learned about the start of this human rights movement in the U.S. and discussed how we all might advance understanding within General Mills.



Animal welfare

► Material issue | GRI FP9-12

Although General Mills is primarily a plant-forward food company, with large businesses such as Cheerios and Nature Valley, we use some animal-derived products and have long worked to support the humane treatment of animals in agriculture. This helps to ensure a resilient supply chain and aligns with our ambition to be a force for good.

Our animal welfare program is managed within our Global Sustainability Team, with collaboration from our Global Sourcing organization. In fiscal 2020, we expanded team capacity to advance our animal welfare commitments and strategy and began work on integration of requirements and expectations into our standard sourcing progress.

The foundation of the [General Mills Animal Welfare Policy](#) is support for the internationally recognized “five freedoms” for all animals across our global supply chain. At General Mills we do not raise or handle livestock, but we are committed to protecting animals and work closely with our suppliers to do so. We regularly engage with stakeholders focused on animal health and welfare and leverage industry initiatives that advance livestock production.

The efforts below span worldwide ingredient purchases for our foods.

Cows: General Mills encourages all suppliers in our dairy supply chain to support industry-wide efforts that promote the humane treatment of cattle.

All of the fluid milk we source in the U.S. for Yoplait comes from co-ops

whose member farms operate in accordance with the standards of the National Milk Producers Federation animal care program (FARM). The program comprehensively addresses dairy cow care, including standards for proper pain relief and disbudding, and prohibits the routine use of tail docking. The FARM standards are revised on a three-year cycle starting with a review by a technical committee composed of veterinarians and animal care experts.

Eggs: Eggs are an important ingredient in ice cream, baked goods and doughs, and we strive to ensure the hens laying them are treated humanely. Our commitment is to purchase 100% cage-free or free-range eggs for our operations globally by 2025. In fiscal year 2020, 52% of eggs purchased globally were cage-free or free-range. COVID-19 has impacted our business mix and indirectly our egg volumes. Our commitment is unchanged and we detail our expected glidepath below.

2021	2022	2023	2024	2025
60-65%	75-80%	80-85%	85-90%	100%

Chickens: General Mills will work to transition 100% of the broiler chickens we buy in the U.S. to meet a higher standard of animal welfare by 2024. Also by that year, we will work to ensure broiler chickens are processed using multistep, controlled atmosphere stunning. By 2026 we will only use breeds accepted by the Global Animal Partnership or the Royal Society for the Prevention of Cruelty

Regenerative agriculture and animal welfare

In 2020, General Mills launched a three-year pilot in Western Michigan to advance regenerative principles at dairies that produce fluid milk for our yogurt products, including Yoplait. The pilot provides dairy farmers education and coaching to implement regenerative practices such as growing and using for feed diverse

mixtures of crops, to support both soil and animal health. Working with the University of Wisconsin-Madison and Cornell University, we are collecting a comprehensive set of animal metrics with the goal of understanding cow health and welfare as an integral part of the dairy ecosystem.



△ Coaches from Understanding Ag talk about the benefits of cows grazing.

to Animals. Suppliers will be asked to demonstrate compliance through certification or third-party auditing.

Pigs: General Mills supports the humane treatment of pigs in our supply chain. This includes the development and implementation of pregnant sow housing alternatives, which we recognize will take the industry time to achieve. In

the meantime, we will favor suppliers that provide plans to create traceability and to end use of gestation crates within the U.S. pork supply chain. We're also working to understand and address the issue of pain relief and potential elimination of castration and tail docking.



Deforestation ▶ Material issue | GRI 102 12-13, 43-44, 304-2

While General Mills has minimal sourcing exposure to deforestation risks, we are committed to eliminating deforestation and the resulting impacts on biodiversity, endangered species and climate change.

We regularly review our global sourcing footprint and focus on commodities at high risk of driving deforestation and where we can make a meaningful impact: [cocoa](#), fiber packaging and [palm oil](#). In these categories, we work with suppliers and other partners to improve traceability and encourage certification and/or origin-direct investment.

To support broader progress in this area, we are signatories to the following:

- World Cocoa Foundation's [Cocoa & Forests Initiative \(CFI\)](#)

- The Consumer Goods Forum [Forest Positive Coalition](#)

Through these coalitions, we are working toward better action and decision making in our supply chain and throughout the industry for fragile supply chains – both for the environment and for people.

Through CFI, we have worked closely with suppliers, stakeholders and trusted advisor, Proforest, to identify strategies to protect and restore forests, increase sustainable production and promote social and community engagement. As one of only two CFI signatories in the non-confectionary manufacturing space, we are proud of plans to deepen our investment at origin to expand impact and address deforestation. Additionally,

we work with suppliers who plan to leverage full traceability – planned for 2022 – to address deforestation risks within their supply chain.

Our CFI action plans for Ghana and Côte d'Ivoire can be found [here](#). Sourcing origins of Ghana and Côte d'Ivoire represent about 90% of our cocoa purchases. We plan to leverage learnings from CFI in West Africa to inform our strategies in other parts of the world.

General Mills is a founding member of the [CGF Forest Positive Coalition of Action](#), formally launched in September 2020, which requires member companies to collaboratively work toward a forest positive future, and proactively work with suppliers to mainstream

deforestation-free production across their business. As part of our effort to advance progress in this area, we have also joined the No-deforestation, No-peat and No-exploitation Implementation Reporting Framework (NDPE) active working group – a reporting tool designed to help companies understand and track progress in delivering NDPE commitments, including deforestation-free supply chains.

In 2021, we will continue to evolve our commitment to include time-bound plans to address deforestation. Additional details on our strategy and progress can be found on our [deforestation webpage](#) and CDP Forest disclosure.

Sustainable operations ▶ Material issues: Climate change, food waste, energy use, water stewardship | GRI 302, 303, 305, 306

We work to drive sustainability across our global operations and continually reduce environmental impact. Our main focus areas include GHG emissions, energy use, water withdrawal, and waste reduction.

GHG emissions: Greenhouse gas emissions from operations decreased 22% in 2020 compared to our 2010 baseline, primarily due to our ongoing progress in energy efficiency, consolidation of operations and application of renewable energy certificates (RECs) from our wind power agreement (see box on next page). Emissions rose 6% compared to 2019, primarily due to increased energy use.

Updated emission factors (not applied to prior years) also had an impact.

Energy use: In addition to our GHG emissions reduction goal, each General Mills production facility has a target to reduce energy use by 2% annually, normalized to production. During fiscal 2020, the rate decreased by 1% compared to the prior year, as efficiency improvements offset higher production of energy-intensive products and because of the addition of a second pet food plant to the data set. Absolute energy use increased by 4%.

We identify and implement improvements through our Five-Step Energy Reduction Process (see right), by working with our

manufacturing plants to establish energy programs, conduct energy analyses, develop and execute improvement plans, and validate results. This process historically focused on facilities with significant spending on energy. We have recently evolved it to include all General Mills manufacturing facilities, by focusing improvement efforts on common systems such as compressed air, lighting and steam/hot water.

In fiscal 2020, we completed 10 energy efficiency and reduction projects across the company. In total, these projects saved 8.6 million kWh of electricity and avoided 9,183 metric tons CO₂e of GHG emissions.

Five-Step Energy Reduction Process





Renewable energy: During 2020, General Mills set a goal to source 100% renewable electricity for our global operations by 2030. We achieved 25% through fiscal 2020.

We have implemented numerous renewable energy initiatives at facilities worldwide that meet financial guidelines and support our environmental objectives. Examples include anaerobic digestion (which captures and uses methane to generate electricity) and burning oat hulls and other biomass.

During fiscal 2020, we generated and used 364,535 gigajoules (GJ) of renewable energy and applied renewable energy certificates (RECs) that equaled 1,205,596 GJ of electricity. These RECs decreased our GHG emissions footprint by 201,862 metric tons CO₂e, contributing 3% of reduction

Virtual power purchase agreements

In June 2017, General Mills signed a 15-year virtual power purchase agreement with Renewable Energy Systems (RES) for 100 megawatts of the Cactus Flats wind project in Concho County, Texas. In fiscal 2020, this project generated RECs equivalent to approximately 1,205,596 GJ of electricity for General Mills, about 33% of electricity usage at our owned manufacturing locations in the U.S.

In April 2019, we announced a 15-year virtual power purchase agreement with Roaring Fork Wind, LLC, a joint venture partnership between RES and Steelhead Americas, for 200 megawatts of its Maverick Creek wind project. Located in central Texas, the project will produce RECs for General Mills that, together

with the Cactus Flats wind power agreement, are calculated to equal 100% of the electricity used annually at the company's owned U.S. facilities. The Maverick Creek wind project began commercial generation in November 2020.



△ Cactus Flats in Concho County, Texas.

In fiscal 2020, General Mills rose to No. 38 on the Top 100 list of the EPA Green Power Partnership.



General Mills set a goal of 100% renewable electricity by 2030 as part of RE100.



toward our 2025 full value chain goal. See additional details in [Renewable energy, fiscal 2020](#) in the Appendix.

Water withdrawal: Although this category only represents about 1% of our water footprint, every General Mills production facility has a target to decrease water withdrawal by 1% annually, normalized to production. In fiscal 2020, the rate increased by 1%, due to increased production of water-intensive products and the addition of a second pet food

plant to the data set. Absolute water withdrawal related to our manufacturing processes equaled 14.2 million cubic meters, 6% more than in fiscal 2019.

Waste reduction: We also work to decrease waste, which saves money and materials and decreases our overall GHG emissions. Each General Mills production facility has a target to reduce production solid waste generation by 3% annually, normalized to production. In fiscal 2020, this rate increased by 5%, while absolute waste rose by 10%. Main factors included increased production and the addition of a second pet food plant to the data set, which more than offset waste reduction efforts. During the year, 65% of our total production solid waste globally was recycled, 26% was processed for energy recovery and 9% was disposed.*

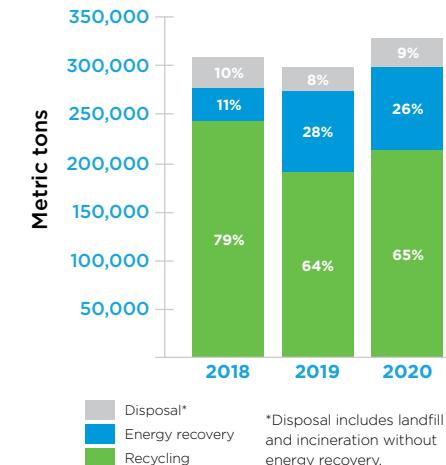
Worldwide, at the end of fiscal 2020, 13 General Mills production facilities (30% of the global total) met our zero-waste-to-landfill criteria.** This met our target to achieve zero waste to landfill at 30% of our owned production facilities by 2020. We continue working to reach our target of 100% by 2025.

To view additional data about GHG emissions, energy usage in our directly controlled operations, and water and solid waste, see the [Environmental data summary](#).

*Disposal includes landfill and incineration without energy recovery.

**These facilities sent no waste to landfill or incineration without energy recovery.

Production waste



Food waste

In 2020, we announced a goal to reduce food waste in our operations by 50% by 2030.*

We participate in numerous initiatives to decrease food waste in operations and beyond, such as the U.S. Food Waste Challenge, Friends of Champions 12.3 and Consumer Goods Forum Food Waste Coalition of Action. Learn more.

In fiscal 2020, 4.6% of our total production volume was food waste,** and only 0.54% of that (0.025% of total production volume) went to disposal.

*Compared to 2020.

**General Mills' food waste calculations include waste generated from the production of food for human and pet consumption.



Packaging

► Material issue | GRI 301 2-3

Packaging plays a critical role in preserving the safety, nutrition and quality of the food we make.* It also presents challenges in terms of raw materials used in production as well as the waste generated when improper disposal occurs.

We continually work to reduce the environmental impact of packaging by increasing use of recycled and recyclable materials, innovating to make our materials better, and leading through external collaboration.

External collaboration: We partner with industry and community organizations



↳ In 2019, Annie's became the first major brand in the U.S. to commercialize recycled content in a cereal liner, using at least **35%** postconsumer recycled plastic. And more than **90%** of cereal liners in General Mills U.S. bag-in-box portfolio are recyclable by volume (pounds and reported net sales).

to increase awareness of sustainable packaging options, improve recycling effectiveness and availability, and advocate for policy changes to increase recovery. These organizations include AMERIPEN, the Association of Plastics Recyclers, Citeo, Consumer Brands Association, Consumer Goods Forum (CGF), the Flexible Film Resource Group, the French National Pact of Plastic Packaging, The Recycling Partnership, the Sustainable Packaging Coalition (SPC), The UK Plastics Pact and the U.S. Plastics Pact.

We support the CGF board's action to endorse the vision of the Ellen



↳ In December 2020, energy company Total, plastic converter Intraplás and Yoplait announced successful completion of a pilot using certified chemically recycled polystyrene in yogurt pots. This is the first step of a collaboration aimed at supporting the development of sustainable polystyrene recycling in France.

First store drop-off recyclable snack bar wrapper

In early 2021, we launched the first store drop-off recyclable snack bar wrapper, for our Nature Valley bars coupled with a consumer education campaign on how to recycle them. Wrappers recycled through store drop-off programs are turned into new materials like composite lumber. To encourage adoption of this technology and accelerate the benefits of scale, General Mills has decided to

not pursue a patent. We urge others in the industry to develop recyclable solutions, including polyethylene-based designs that can be certified for recycling within the store drop-off program.



MacArthur Foundation's New Plastics Economy (NPE) Global Commitment, based on a vision of a circular economy for plastic in which it never becomes waste. To promote recycling and

educate consumers, as of 2020 more than two-thirds of our products in the U.S. included How2Recycle labels, developed by the SPC.

Progress in 2020

Packaging ambition: By 2030, all General Mills brands will design 100% of packaging to be recyclable or reusable. Learn more.

In 2020, **88%** of our U.S. packaging and **72%** of our Europe and Australia packaging was recyclable (by weight).



Recycled materials: We continue to incorporate recycled fiber and metal.

In fiscal 2020, recycled content represented about **60%** of our fiber and **40%** of metal packaging.*



Sourcing: General Mills has a target to source 100% of our fiber packaging by 2020 from recycled material or from virgin wood fiber regions that do not contribute to deforestation.

In 2020, **100%** of our fiber packaging was from sustainable sources, using either recycled materials or virgin wood fiber, avoiding deforestation.



Climate ambition: Reduce GHG emissions within our packaging supply chain, which represent 8% of our value chain emissions

Greenhouse gas emissions from packaging **DECREASED 2%** in 2020 versus our 2010 baseline.



Plastic: Increase recycled and recyclable plastic content, and decrease nonrenewable virgin plastic.

By converting to a renewable, bio-based plastic film for Cascadian Farm cereal box liners, we will use **270 METRIC TONS** less of nonrenewable virgin plastic annually.



External partnerships: Improving recycling infrastructure is critical to driving progress toward a circular economy.

Through our contributions to The Recycling Partnership, we've supported their efforts to divert more than **230 MILLION POUNDS** of recyclables from landfills into the recycling stream over the past six years.



*This fiber data represented 84% of global spend. Metal data represented 98% of global spend.



People

We create a seat at the table for all our employees by fostering a safe, inclusive and rewarding workplace.



IN THIS SECTION

[Human rights](#)

[Workplace safety](#)

[Global inclusion](#)

[Employee well-being, engagement and development](#)

0.85

Our global total injury rate was 0.85 injuries per 100 employees in fiscal 2020, significantly below food-industry averages.

50%

of professional positions and 32% of company officer positions are held by women globally.

86%

of our employees say that General Mills is a great place to work, up 6% from 2019.



Our approach

At General Mills, it's all about our people. We're proud of our efforts to create a safe, inclusive and rewarding workplace. We invest in our people because their bold thoughts and big hearts allow us to grow together. Our focus on people – including human rights and racial equity – extends across our value chain. The COVID-19 pandemic and recent social inequalities have focused and strengthened our resolve to put people first and make a positive impact in all our communities around the world.

Governance: Responsibility for our labor practices lies primarily within our Human Resources, Law and Supply Chain organizations. Our Chief Human Resources Officer oversees employee programs, policies and practices, and reports directly to the CEO and Chairman of the Board. Reflecting the importance of people to our business, General Mills employs a Director of Diversity and Inclusion, a Vice President of Talent and Organization Capabilities,

Our COVID-19 response

Protecting human rights



TAKING CARE OF OUR EMPLOYEES

Protecting the health, safety and well-being of our people around the world with workplace safety precautions, flexible work options and benefits.



SUPPORTING OUR COMMUNITIES

Supporting our communities globally through grants, food donations (including our manufacture-to-donate initiative), employee volunteerism and giving (see the Community section of this report for details).

and a Vice President of Engineering, Global Safety and Environment. At the board level, the Public Responsibility Committee maintains responsibility for issues related to labor practices.

Ethics and compliance: General Mills is committed to conducting business in an ethical manner that upholds best practices, protects human rights, complies with regulations, demonstrates integrity, provides equal opportunity and supports

fair labor practices. Our comprehensive [Code of Conduct](#) and [Ethics & Compliance](#) program promote ethical behavior in all aspects of our employees' work. In support of our Code of Conduct, the company has 24 corporate-level policies that outline more detailed compliance expectations. They cover topics such as food safety, workplace safety, appropriate advertising, business conduct standards, anti-corruption and

ethical sourcing. Annually, more than 10,000 company leaders – from managers upward – must attest to compliance with our Code of Conduct and business conduct policies. Employees receive additional training on these policies, and our [Ethics Line](#) – which is easily accessible on our intranet and external website – allows employees worldwide to ask questions or raise concerns confidentially and anonymously. Our anti-corruption program includes employee training and assesses corruption risks with our third-party suppliers. All allegations of third-party corruption or employee misconduct are promptly and thoroughly investigated and shared in regular updates with the Audit Committee of the Board of Directors. Our [Supplier Code of Conduct](#) outlines our ethical expectations and is included in our contracts with business partners.

GRI 407-1, 408-1, 409-1

Awards and recognition

General Mills received numerous awards in 2020.* Listed below are a few of these recognitions, illustrating our commitment to being an employer of choice for all employees.



*Recognition as of December 2020.



Human rights

► Material issue | GRI 407-1, 408-1, 409-1, 412 1-3

We believe that societies, economies and businesses thrive when human rights are protected and respected and that human rights abuses of any kind are unacceptable. As one of the world's leading food companies, we have the responsibility to respect human rights throughout our business and value chain. Respect for human rights is fundamental to our purpose of making food the world loves, our commitment to ethical business

conduct and our corporate value of putting people first. As a force for good, General Mills is accelerating action to respect human rights and positively impact all the people we depend upon – and who depend upon us.

As a global food company rooted in agriculture, we recognize that we have an impact on human rights beyond just our four walls. While philanthropic programs can play a necessary role in mitigating human rights risks, those

programs alone do not offset the potential impact within our value chain.

Our goal: General Mills is committed to respecting the rights of all workers and communities across our value chain. Our goal is to assess and address our human rights impacts in alignment with the [United Nations Guiding Principles on Business and Human Rights \(UNGPs\)](#).

Our approach: To better understand our human rights risks and guide our work,

we are following a strategic framework (see below) to strengthen our ability to assess, address and prevent potential impacts across our value chain and are taking a thoughtful approach in each step of our journey. Protection of human rights is embedded as a priority within our Global Responsible Sourcing program. [Learn more](#).

Our policies and commitments: Our [Human Rights Policy](#), Workplace Standards and Ethical Sourcing Policy, [Employee Code of Conduct](#), [Supplier Code of Conduct](#) and [Statement Against Slavery and Human Trafficking](#) set standards for our company, suppliers and partners regarding the protection of human rights.

In fulfilling our responsibility to respect human rights, we are committed to enhance and align our approach with the UNGPs along with the following declarations and principles:

- The [United Nations Universal Declaration of Human Rights](#)
- The [International Labor Organization's 1998 Declaration on Fundamental Principles and Rights at Work](#)
- We have been a signatory to the [United Nations Global Compact \(UNGC\)](#) since 2008 and are



Human rights strategic framework



ASSESS
Identify greatest human rights risks across our value chain and prioritize known salient issues



INTEGRATE
Integrate human rights expectations into policies and business practices



ACT AND TRACK

Effectively mitigate risks and remedy harm through stakeholder engagement, taking action and tracking progress



COMMUNICATE

Utilize the UNGP reporting framework to publicly disclose how we assess and address human rights impacts



guided by the UNGC's 10 principles regarding human rights, labor, the environment and anti-corruption.

- We have embraced the [United Nations Women's Empowerment Principles](#) and support the Consumer Goods Forum resolution on Human Rights and its Priority Principles.

Governance and accountability: The [Board of Directors' Public Responsibility Committee](#) provides oversight and receives regular updates on our human rights program. The [Sustainability Governance Committee](#), convened three times per year by the Chairman and CEO, approves and monitors strategy, policy and key investments related to human rights. The Director of Human Rights has accountability to advance respect for human rights across our business and reports to the Chief Sustainability and Social Impact Officer. The Director of Human Rights also oversees the Human Rights Integration Team, a cross-functional team working to advance General Mills' progress on human rights. [Learn more.](#)

Risk assessment: To advance our enterprise-wide approach to human rights, we partnered with [Shift](#), the leading center of expertise on the UNGPs, in 2020 to assess General Mills' current approach to respecting human rights. Shift assessed our practices across our business operations and supply chain according to the UNGPs. This assessment builds on our ongoing Global Responsible Sourcing risk assessments.

We also defined our focus as the most salient issues in our value chain – those issues where our impact to

people is greatest – by examining the relative severity and likelihood of each issue. Among our most salient human rights issues, we have identified forced labor and child labor in our agricultural supply chain as our highest priorities for action. While we seek to address all potential risks, a salient issues lens informs our strategy.



Due diligence: Some of the raw materials and ingredients General Mills sources for use in our products are recognized as posing a higher risk of negative human rights impact due to their growing regions and production methods. We are conscious of this impact – especially in relation to cocoa, vanilla, palm oil, seafood and sugarcane – and have put in place a range of due diligence measures, including audits conducted as part of our Global Responsible Sourcing program. We will continue to strengthen our approach to address those risks. Learn more about our efforts in the [supply chain responsibility](#) and [sustainable sourcing](#) portions of the [Planet](#) section of this report.

We recognize our policies and programs may not prevent all adverse impacts in our value chain. Our aim is to provide effective responses where we find impacts directly linked to our business operations. We have in place a variety of mechanisms to allow employees, stakeholders and other potentially affected individuals to raise grievances. Grievance mechanisms – our Ethics Line and Palm Oil Grievance Tracker – help us identify and assess potential human rights impacts. [Learn more](#) about our palm oil statement and grievance process. We will integrate learnings as we build plans to assess and address other high-risk categories, including seafood, sugarcane, cocoa and vanilla.

COVID-19 impact: COVID-19 has exacerbated the risk of human rights impacts. General Mills has taken a deliberate approach in responding to the pandemic. We have prioritized the health and safety of our employees and mobilized to help provide food to those who need it in [communities](#) around the world. Our [COVID response](#) highlights our commitments and actions to ensure employee safety and increase food security during the pandemic.

Racial equity: All businesses have a responsibility to address the connections – within their own operations and extended value chain – to systemic racism and the associated underlying inequalities. General Mills is taking action to address systemic racism. See details about our efforts in the [Global inclusion](#) content and [Communities](#) section of this report, as well as on our [website](#).

Women's empowerment: General Mills is committed to advancing the [United Nations Women's Empowerment Principles](#) to help achieve greater equality for women in the workplace, marketplace and community. [Learn more](#) about our work to foster women's empowerment.

Looking ahead: Our journey to advance human rights is one of continuous improvement. As we grow and develop our program, we plan to expand our disclosures in line with the UNGP reporting framework. Our focus in the coming year includes:

- Building due diligence capabilities to proactively identify risks where impacts to people are most severe across our value chain
- Integrating human rights considerations into environmental strategies
- Increasing employee awareness of our enhanced human rights strategy
- Integrating expectations into standard business processes



Workplace safety

Our approach

General Mills is committed to creating a culture that ensures zero harm to our employees and the environment. Our actions are guided by three safety principles:

- We lead with safety.
- Every incident is preventable.
- We are all accountable.

Systems: We communicate safety information and measure progress with the following systems:

- We use a single, standardized Environmental and Safety Management System (ESMS) at our supply chain locations and ensure uniform implementation of standards globally through functional auditing and a regional support structure.
- Through our Global Safety Tracking and Environmental Management System (GSTEMS), we track safety data at all production facilities worldwide, document necessary actions to reduce future risks and communicate progress.

Our progress

General Mills has a history of strong safety performance and culture. We continue to improve the safety of our operations. Our global total injury and lost-time injury frequency rates remain significantly below food-industry averages. In fiscal 2020, sadly we experienced one fatality – we lost one of our sales employees in Brazil to a motor vehicle accident.

In fiscal 2020, we gathered safety data from 198 tracked locations, 56 of which are production facilities and Innovation, Technology and Quality centers. Those 56 locations were the main focus of our safety improvement work. Safety highlights from those locations in fiscal 2020 include:

- 9 locations operated injury-free, compared to 6 last year.
- 20 locations had a total injury rate (TIR) below 1.0, consistent with last year.
- 8 locations reported zero lost-time injuries, compared to 11 last year.

We continued reinforcing our safety programs in fiscal 2020:

- Standards – We accelerated deployment of advanced safety and environmental standards to better manage critical risks.
- Measurement – We track and respond differentially to incidents with serious injury or fatality (SIF) potential; in fiscal 2020, we executed an enterprise-wide change in the way we track safety metrics, enabling us to better focus on eliminating incidents or

situations with the greatest potential to significantly harm people. We will begin reporting performance using this new criteria in fiscal 2021. We also refined our environmental metrics to better identify potentially serious environmental incidents (SEIs).

- Training – We introduced new global safety awareness training (required for all new hires and annually as a refresher for all existing employees) and updated our electrical safe work practice training to address this critical area of risk.

Leadership and responsibility

- Our Global Safety Governance Board, composed of regional operating vice presidents, oversees safety leadership, structure, processes and actions.
- Senior-level responsibility for workplace safety lies with the Director of Global Safety and Environment, who reports to the Vice President of Engineering, Global Safety and Environment.
- Our Corporate Safety Council is led by our Chairman and Chief

Executive Officer, who is responsible for General Mills policy and safety culture. The council, which includes key members of the company's executive leadership team, reviews safety progress and key initiatives. The Council's focus is on growing safety culture in both manufacturing and nonmanufacturing locations.

- Workplace health and safety is the responsibility of line management and each individual employee. All employees are expected to work safely by following policies, procedures and training. Leaders are accountable for understanding and removing barriers to safe work that may be system-related.

2020 PROGRESS

GLOBAL TOTAL INJURY RATE

0.85

Our global total injury rate was 0.85 injuries per 100 employees in fiscal 2020, down from 0.89 in 2019.

GLOBAL LOST-TIME INJURY FREQUENCY RATE

0.36

Our global lost-time injury frequency rate was 0.36 injuries per 100 employees in fiscal 2020, down from 0.40 in 2019.

Global incident data includes all General Mills owned/operated facilities, including Yoki and Yoplait International, Häagen-Dazs shops, Blue Buffalo and global offices.

COVID-19 impact

During the pandemic, we implemented an enterprise-wide response to ensure employee safety. In our manufacturing facilities, we were an early adopter of social distancing protocols, temperature checks, enhanced sanitation, mask use, and other protective equipment and practices. Our layered protections, combined with robust contact tracing and exclusion protocols, helped to prevent the virus from spreading within our facilities. Our office staff has shifted primarily to working remotely as global conditions dictate.





Global inclusion

► Material issue | GRI 405-1

The events of 2020 focused attention in the U.S. on longstanding racial injustice and the need for racial equity. The tragic death of George Floyd in our headquarters community was one visible example of a broader, more complex problem of systemic inequality faced by Black people and other communities of color. Now more than ever, General Mills recognizes the imperative of using our scale to drive sustainable and meaningful change. We continue to build on the positive actions we've taken for decades - and we recognize we still have a lot of work to do. We have committed to lead differently, vocally and tirelessly, focusing our efforts where our expertise is most

Our approach to diversity and inclusion

Our goal is to foster a culture of inclusion and belonging that allows all our employees to thrive. Ensuring diversity of input and perspectives is core to our business strategy. We actively cultivate a culture that acknowledges, respects and values all dimensions of diversity - including gender, race, sexual orientation, ability, backgrounds and beliefs. We are committed to advancing racial equity within and outside our workplace.

Our strategy: Using our global inclusion framework, we will advance engagement around the world, leveraging data to assess progress and hold ourselves accountable as we continue to foster a culture of inclusion and belonging at General Mills.

impactful: equitable food access, equity in education and equity in representation.

The groundwork we have laid over the past several years in our approach to diversity and inclusion prepared us to respond and lead in a meaningful way:

- Three years of having Courageous Conversations together to tackle difficult-to-address topics openly

and candidly allowed us to execute rapidly and authentically.

- Having our allyship framework in place enabled us to quickly help others embark and proceed on their journey as allies with practical solutions for the workplace.
- Inclusion contacts – a library of more than 100 topics used at the beginning

of meetings to foster discussion, build empathy and increase understanding - continued to create a culture in which employees could address inclusion issues in an open way.

- Strong employee networks allowed for our employee communities to have space to process, react and grow.

Our commitment to racial equity



EQUITABLE FOOD ACCESS

Our commitment: We will direct our philanthropy to work locally and nationally with food banks and anti-hunger organizations to address food insecurity that disproportionately impacts communities of color. See our actions in the Community section of this report. Photo credit: Feeding America



EQUITY IN EDUCATION

Our commitment: Box Tops for Education™ will build on its legacy of giving nearly US\$1 billion to schools, with a renewed focus on creating greater equity in education for kids of color so they can reach their full potential. Learn more in the Community section of this report.



EQUITY IN REPRESENTATION

Our commitment: We will address representation and access opportunities at General Mills in the U.S. by:

- **Doubling** the representation of our Black managers
- **Increasing** our minority representation to 25%
- **Doubling** our spend with minority-owned suppliers

General Mills global inclusion framework

SOCIAL INCLUSION: Ensure our external impact is inclusive of diverse communities in our markets around the world through philanthropy, volunteerism and social good

CONSUMER INCLUSION: Ensure our brands and products consider the needs of an increasingly diverse consumer and customer base around the world while creating consumer messages that are respectful of that diversity



WORKFORCE INCLUSION: Ensure we recruit, retain, develop and advance a workforce that reflects the diversity of the consumers we serve in our markets around the world at all levels of the organization

CULTURAL INCLUSION: Ensure an inclusive culture that encourages all employees around the world to share their unique perspectives and ideas in a safe and respectful environment



Advancing racial equity

Our actions in 2020



We've made our allyship resources publicly available at www.generalmills.com/allyship to help organizations create a **culture of belonging** for marginalized communities.



Our foundation provided \$400k in quick response grants to help **heal**, **rebuild** and **nourish** the community in the wake of the George Floyd tragedy and civil unrest.

Grant recipients include:

Pillsbury United Communities
Northside Achievement Zone
Twin Cities Rebuild for the Future Fund
Appetite for Change
YWCA of Minneapolis

General Mills Day of Courageous Action

3,500+ employees

3,500+ employees globally attended the George Floyd Courageous Conversation to reflect and engage on how to play a role in racial justice and social equity.

325+ employees

Over 325 employees volunteered to assemble 10,000 snack, hygiene and cleaning supply community kits for the YWCA of Minneapolis, Hallie Q Brown, Kids in Need and the Keystone Community Center who are addressing immediate needs in Minneapolis and St. Paul.

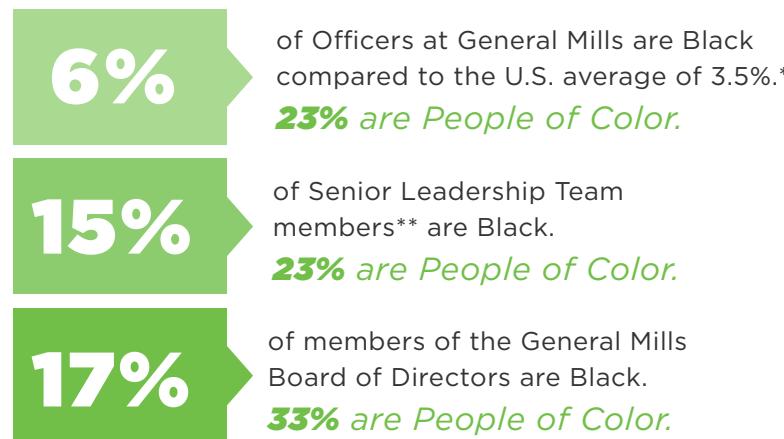


CEO Jeff Harmening joined Police reform statement

In response to the killing of George Floyd, Chairman and CEO Jeff Harmening signed his name to a joint statement issued by the CEOs of several major companies in Minnesota, urging state legislators to adopt policing reforms. This action resulted in the passage of substantive reforms.

Our ongoing commitments and actions

At General Mills, we are committed to diversity in leadership and talent acquisition.



*Source: Based on a study done by the Center For Talent Innovation in 2019 on Being Black in Corporate America.
**Senior Leadership Team includes CEO's direct reports.

\$40 million

in charitable giving by General Mills and its Foundation to nonprofits in the Twin Cities (greater Minneapolis and St. Paul metro area), including \$16 million toward promoting equitable food access and equity in K-12 education, over 5 years (fiscal 2016 to 2020)

30 years hosting the Dr. Martin Luther King Jr. Holiday Breakfast

Back in 1991, General Mills worked with the community to create and host the first annual Dr. Martin Luther King Jr. Holiday Breakfast. This community-wide event held in Minneapolis and now attended by thousands of people annually celebrates the life and legacy of Dr. King while raising money for the United Negro College Fund (UNCF) to help Black students get to and through college.





How we lead

Day of Courageous Action: General Mills held a Day of Courageous Action on June 12, 2020 to provide time for employees to be intentional about their personal commitment to racial and social justice. The day reinforced that – whether through allyship or volunteerism – all our employees have a part in driving change both big and small. More than 3,500 employees globally participated in a Courageous Conversation about racial equity to reflect and engage others in discussions about how to play a role in overcoming racial injustice and social inequality.



△ Employees participated in the General Mills Day of Courageous Action.

Allyship: More than 2,200 General Mills employees committed to their allyship journey to authentically support individuals and communities who have been marginalized or overlooked. We have posted our allyship resources externally on generalmills.com/allyship so that others can easily access them and take intentional action by listening, learning and uplifting others to ensure all voices are heard and respected.



△ REAL is a framework to help people apply the principles of effective allyship all the time, in any situation.

Collaboration: General Mills' efforts alone will not be enough to make transformational and lasting change. In partnership with our corporate peers, local and state government, community leaders and others, we will take bold and leading actions needed to combat racism and social inequity, and ensure our community is a place where all can flourish. We are proud to be a part of the Minnesota Business Coalition for Racial Equity to create sustainable and meaningful change around racial and social justice.



Minnesota Business
Coalition for
Racial Equity



△ The 2020 Dr. Martin Luther King Jr. Holiday Breakfast in Minneapolis, hosted by General Mills, featured former U.S. Attorney General Eric Holder as keynote speaker. Pictured from left: Aiesha Dempster, event chair and General Mills external supply chain director; Holder; Laverne McCartney Knighton, UNCF area director; and Kofi Bruce, General Mills chief financial officer.

Governance and leadership

We believe leadership advocacy and support of our inclusion efforts are critical to creating the culture we strive to have. Each of our senior leaders is responsible for creating inclusion plans for their respective organizations and ensuring their talent pipelines reflect the diversity of our consumer base. Our Chief Executive Officer and Chief Human Resources Officer review inclusion progress throughout the year, including during our senior-level talent reviews. Our management team also supports our inclusion efforts as the sponsor of our employee networks.

Women's empowerment

Our commitment: General Mills made a commitment six years ago to advance the [United Nations Women's Empowerment Principles](#), part of the UN Global Compact, to help achieve greater equality for women in the workplace, marketplace and community. These principles are designed to promote gender equality and women's empowerment. We pledged to take action across all seven principles.

Our actions: General Mills is empowering women across our business. We promote women's education, training and professional development within our businesses and supply chains. Our Women's Leadership Network chapters around the world offer networking and development events, we organize mentoring circles, and our Women in Leadership organization advocates on behalf of women at all levels of the company to purposefully cultivate a pipeline of women leaders and a culture where women can thrive. Across our supply chain, we work to help increase the economic resilience of women. Learn more about our partnerships to empower female farmers and entrepreneurs in the [Community](#) section of this report.

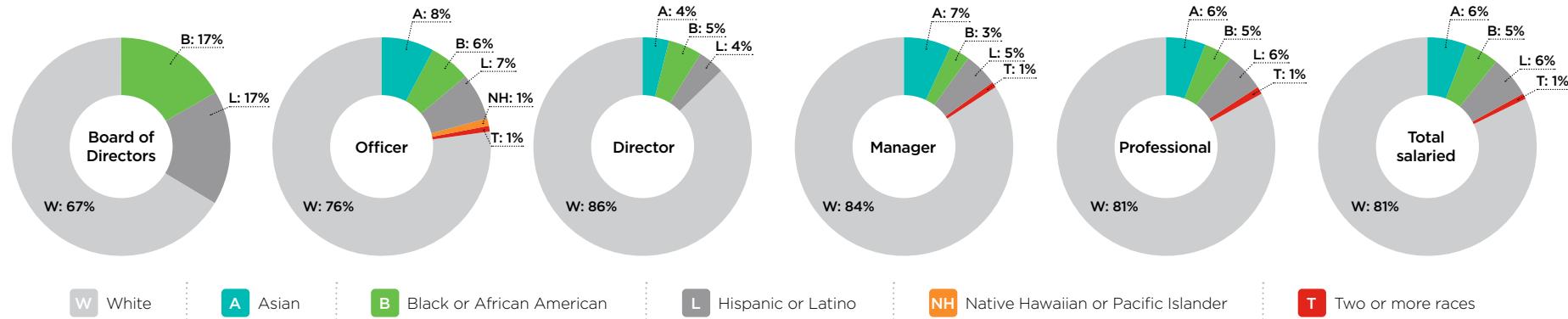
We are committed to gender equality in the workplace, including pay equity. We regularly conduct thorough pay equity reviews, and we consistently see from this work that our pay systems and practices are fair and equitable among all employees without regard to gender, race or ethnicity. Learn more about gender diversity in our workforce in the graphs on the next page.



General Mills workforce diversity



Racial/ethnic diversity*



*Represents U.S. data; fiscal 2020. Percentages may not total 100 due to rounding.



Gender diversity**



**Represents global data; fiscal 2020



Diversity and inclusion recognition

- 100 Best Companies, Working Mother Media
- Best of the Best Corporations for Inclusion, National Business Inclusion Consortium
- Best Places to Work for LGBTQ Equality, Human Rights Campaign
- Diversity Best Practices Leading Inclusion Index, Working Mother Media
- Military Friendly Employer, Victory
- Recognized for Board Diversity and Inclusion, National Association of Corporate Directors (NACD)



Supplier diversity

► Material issues: Diversity and inclusion, responsible sourcing | GRI 405-1

Our approach: General Mills has been committed to establishing and growing relationships with certified diverse suppliers in the U.S. for more than 50 years, providing opportunity to underrepresented groups while fostering job creation and economic development.* By requiring businesses to be certified by our partner advocacy organizations, we stay true to our goal of providing diverse suppliers with greater access to our spending while bringing credibility through third-party authentication. These inclusion efforts also support General Mills by delivering innovation, agility, cost savings and market insights about our increasingly diverse consumers.

Our Supplier Diversity Team, which is embedded in our Global Supply Chain organization, builds partnerships across the company to match diverse suppliers with business needs and opportunities. The team integrates supplier diversity into the standard sourcing process, trains all sourcing buyers and provides tools to advance the program. Sourcing product category managers incorporate diversity into their



As part of our global supplier diversity program, we introduced a Supplier Diversity Award to recognize diverse businesses in 2020. In keeping with our commitment to support women's empowerment and focus on women-owned businesses in our supply chain, the 2020 award winner was Kenco, a valued warehousing partner.

General Mills spending with diverse suppliers globally (fiscal 2020, US\$ million)***

Women-owned businesses	\$73.9
Minority-owned businesses	\$58.1
Veteran-owned businesses	\$10.5
LGBTQ+-owned businesses	\$0.05
Total	\$142.55
Total (% of spending globally with suppliers)	1.7%

***For suppliers certified in multiple categories of diversity, spending with those businesses is included under their primary diversity status.

strategic plans to drive progress and share results with sourcing leadership.

Our approach in recent years has evolved by applying robust data, standard processes and business integration that mirrors our sourcing organization workflow.

Our actions: We have expanded our supplier diversity program globally to include all of our sourcing regions in addition to North America.**

In fiscal 2020, we successfully:

- Compared internal and external data sources to continually locate and verify certified diverse suppliers

- Executed a supplier scouting and vetting process building our potential partner base to over 700 suppliers
- Measured bid inclusion and win rate to highlight capable suppliers across multiple platforms
- Piloted a Tier 2 program, expanding our expectations for inclusion to our supply base
- Conducted annual reviews with diverse suppliers to continue to build capabilities
- Brought together cross-functional partners quarterly to actively discuss key dates and topics central to diversity to broaden understanding and turn empathy into action

Collaboration: We are active members in national and regional advocacy organizations, such as the National Minority Supplier Development Council (NMSDC), North Central Minority Supplier Development Council (NCMSDC), WEConnect International, Women's Business Enterprise National Council (WBENC), Women's Business

Recognition



General Mills' supplier diversity efforts received the following recognition in 2020.

- Top Global Champions for Supplier Diversity and Inclusion: Honorable Mention - WEConnect International
- Best of the Decade Honorees - Minority Business News
- Best Corporations for Veteran Business Enterprises - NAVOBA
- Best of the Best Corporation for Inclusion - National LGBT Chamber of Commerce
- Best of the Best Supplier Diversity Program - Black EOE Journal

Development Center (WBDC), and the National LGBT Chamber of Commerce (NGLCC). Through these organizations and other industry groups, we benchmark, share best practices and network with prospective diverse suppliers.



△ We brought together groups of diverse suppliers for development and networking during our annual holiday gathering. More than 300 suppliers participated – our highest attendance to date.

*Diverse suppliers are defined as businesses 51% owned and operated by racial minorities, women, veterans, and disabled and LGBTQ+ individuals.

**Our program expansion targets women-owned businesses globally, in addition to providing our full support to all recognized diversity groups in North America.



Employee well-being, engagement and development

► Material issues: Employee recruitment and development; employee health, safety and well-being | GRI 404-2, 3, FP 4

Employee benefits and well-being

Our approach: We're committed to providing employees with a work environment that encourages innovation, productivity and flexibility – and that helps every employee bring their unique self to work every day.

COVID-19 impact: As demand for our food increased during the pandemic, we focused on the continued health and safety of our employees and our ongoing ability to serve our consumers around the world and help ensure a

steady and reliable food supply for people and pets. The pandemic made work different for all of us – how, and sometimes where, we work had to change to keep everyone safe. We adapted our benefit programs and

policies to ensure our employees were supported and appreciated as vital workers providing food worldwide.

Supporting our employees during COVID-19

HEALTH AND FINANCIAL

- Incremental 2 weeks of paid leave for those impacted by COVID
- Pay protection to employees whose work could not be done remotely
- Enhanced benefits, including bonuses for those working onsite in production-essential roles
- Enhanced resources to support healthy habits and mental well-being, so employees and their families never have to go it alone

SOCIAL/COMMUNITY

- Caregiver support in identifying and vetting care options (elder care, childcare)
- Paid community service program for Minneapolis, Minnesota-based employees to redirect their work hours to serving hunger-relief nonprofits

FLEXIBILITY

- Focused on care, flexibility and prioritization to manage through uncertainty, including flexible schedules and work-from-home arrangements for employees who could work remotely
- An opportunity for corporate employees to work temporarily at manufacturing plants to help meet consumer demand

APPRECIATION

- Additional US\$500 match from the General Mills Foundation for employees who participate in the company's charitable gift matching program
- Launched a surprise and delight campaign called #GThanks to recognize the extraordinary efforts of our manufacturing employees



Learn more about our actions to support employees and communities during COVID-19 [here](#) and in the Community section of this report.

Benefits: Employee benefits vary by location. For example, in the U.S. we offer:*

- Overall – Comprehensive medical and dental benefits to nonunion, U.S. employees and eligible dependents. Employees are automatically enrolled in company-paid benefits,

including life insurance, business travel accident insurance and short- and long-term disability.

- Financial planning – Retirement benefits, including a 401(k) savings program and financial coaching.
- Time off – Vacation, holidays, flexible work arrangements and leave benefits

for all life stages, including up to two weeks of paid caregiver leave per year and 12 to 20 weeks paid parental leave for new parents.

Other perks:

- Learning, developing and growing – Tools and resources to help employees expand and grow as

professionals. See more details in the [Development and training](#) content.

- Giving back to the community – Volunteer opportunities and donation-match programs. Learn more in the [Community](#) section of this report.
- Talent referral – Bonuses for referring top talent to join the General Mills team.

*See the [General Mills careers website](#) for more details.



Employee well-being

We believe that providing wellness opportunities for our employees and their families is crucial to upholding our company values. We take a holistic approach to support many aspects of employee well-being. Listed below is a sampling of programs.



PHYSICAL

We encourage good nutrition, offer employees healthy dining choices and programs at our facilities, and provide opportunities to increase physical activity.



EMOTIONAL

Our LifeWorks Employee Assistance program helps build resilience through counseling, emotional support and referrals for U.S. employees and their families.



FINANCIAL

We support the financial well-being of our employees by providing them with competitive programs, resources, salaries and benefits. Learn more.



CAREER

We support our employees' career development with numerous opportunities for personal and professional growth, as well as resources to promote work life balance. Learn more.



SOCIAL/COMMUNITY

We help connect employees with community-based programs where they can volunteer, receive support and strengthen connections. [Learn more.](#)

Employee engagement, development and training

Our ability to make food the world loves depends on our strategy of engaging people in a culture of learning, growing and belonging.

Employee engagement

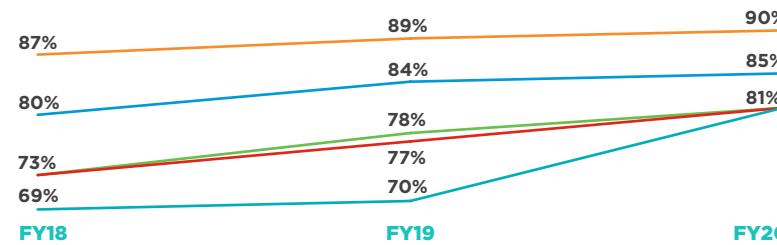
Our approach: We know that engaged employees create value and drive business performance. We are working to build a more agile, engaged organization by listening to employees, taking action and measuring progress. We survey employees annually to measure five drivers of employee engagement: proud of my company, inspired by my leaders, connected to my team, supported by my manager and energized by my work.

Engagement trends: Three years of consecutive gains*

OVERALL:



BY DRIVER:



- Overall
- Connected to my team
- Supported by my manager
- Energized by my work
- Proud of my company
- Inspired by my leaders

▷ We saw broad employee engagement gains in fiscal 2020, continuing an upward trend over the past three years. The results are encouraging as hard work and focus has paid off with positive engagement trends in all categories.

*Includes salaried employees globally.



Development and training

Our approach: Development of all employees is a core value at General Mills. A recent employee engagement survey revealed that 83% of employees feel General Mills supports their development.*

We provide a range of development opportunities at all stages of employees' careers through:

*Global survey of salaried employees, September 2020.

- New employee orientation and a 12-week onboarding process
- Hands-on experiences, including challenging work assignments and robust job rotations
- Guidance from others, including feedback from managers, mentors and peers
- Real-time learning resources for leaders and all employees

- Structured learning – offered both in person and online – including onboarding for new employees, professional development for all and leadership development
- Our performance management process, in which approximately 14,000 employees participate globally each year

2020 PROGRESS

EMPLOYEE ENGAGEMENT



of our employees are proud to work for General Mills, up 4% from 2019.*



of our employees say that General Mills is a great place to work, up 6% from 2019.*

DEVELOPMENT AND TRAINING

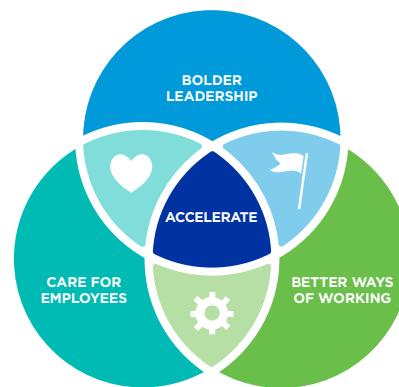
180,000

hours of training completed by our employees, equaling 12 average hours per employee**

*Global survey of salaried employees, March 2020.

**Represents professional and leadership development across a broad range of capabilities for 15,000 salaried employees annually.

Our COVID-19 response to employee needs



The pandemic-induced uncertainty and resulting changes in the way we work made listening to our employees frequently more important than ever. Through increased listening, we better understood core needs and introduced real-time solutions focused on caring for employees, demonstrating bold leadership and creating better ways of working, including:

- Flexible work policies, conversation guides and resources for staying energized and focused, remaining connected and managing stress
- Resources to navigate caregiving for elders, children and pets
- Resources to ensure work-from-home safety and productivity

Engaging Leader expansion

Launched in 2017, our Engaging Leader initiative is transforming the way our leaders support employees and live our values to drive performance and engagement. We accelerated our Engaging Leader strategy in 2020 to advance leader learning, development and engagement. We scaled up training to include all manufacturing teams and invested in helping leaders focus on developing a mindset of learning and growing.

COVID-19 impact: Our focus on developing key behaviors – including

fostering agility and embracing a learning mindset – prepared leaders to respond to changing work situations during the pandemic and help their teams adapt.

Advancing equity: Training to encourage productive discourse – being open to hearing other perspectives and being empowered to share opinions and challenge decisions – is key to our culture, including advancing equity in our workplace and communities. This important training focuses on reducing fear of judgment, modeling

candor, encouraging open communication and willingness to accept feedback.

In 2020, our Engaging Leader program focused on these key behaviors:

- Encourage productive discourse
- Understand how to work
- Apply appropriate effort





Community

We are deeply committed to the communities where we live, operate and from which we source our ingredients. Our philanthropic partnerships and employee engagement remain anchored in advancing equity to build strong and resilient communities.



IN THIS SECTION

- [COVID-19 and our communities](#)
- [Food security](#)
- [Regenerative agriculture](#)
- [Hometown communities](#)

\$92 million

We gave US\$92 million to charitable causes in fiscal 2020, including General Mills Foundation grants, corporate contributions and food donations.

29 million

Our product donations to food banks enabled 29 million meals around the world in 2020.

83%

Globally, 83% of our employees worldwide volunteered in their communities.

Our approach

General Mills philanthropy ties closely to our company's purpose, core business and food systems knowledge. We partner in innovative ways with nonprofits and other partners to magnify our collective impact in key areas, while engaging employees through volunteerism. In short, we work to harness the power of food for good.

Leadership and governance: General Mills philanthropy and community engagement programs are led by the Executive Director of the General Mills Foundation with support from a team of experienced specialists who steward the company's philanthropy. In addition, employee councils located across our key global operating communities – General Mills “hometowns” – help to inform our local grant-making by recommending nonprofits to be considered for grants. General Mills philanthropy is governed by a Foundation Board of Trustees and a Corporate Contributions Committee that includes the company's Chairman and CEO and leaders from human resources, law, finance, R&D, supply chain and sales functions.

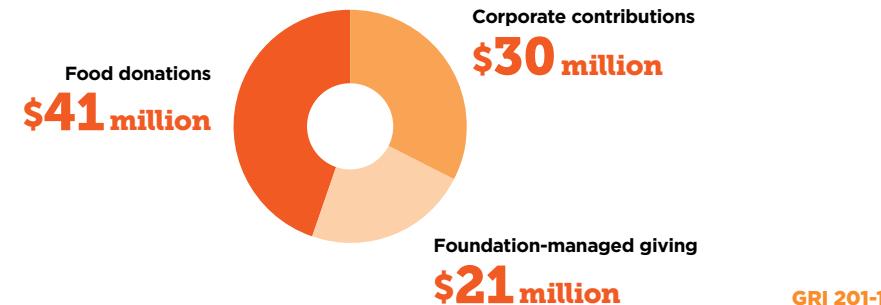


△ Our philanthropy work is strongly aligned with many of the United Nations' Sustainable Development Goals (SDGs), including goals 2, 5, 6, 12, 13 and 15.

Fiscal 2020 corporate giving

\$92 million

The amount we gave to charitable causes in fiscal 2020



Global focus areas:

Increasing food security –



expanding food access for families in need, alleviating hunger in communities.

Advancing regenerative agriculture –



empowering growers, protecting habitat, and conserving and regenerating natural resources.

Strengthening hometown communities –



making meaningful impact in the communities where our employees live and work.

Targeted impact:

To ensure General Mills giving is well informed and effective, we use an outcomes-focused philanthropic approach so that our charitable investments help strategically advance solutions in our priority issue areas. Led by program officers on our philanthropy team and with input from internal and external subject matter experts, we leverage the evidence base to develop logic models for each of our priority issue areas that clearly define the end outcomes (social and environmental) that we are targeting; the key activities and interventions that best support those outcomes; and the key measures we will use to assess our impact and progress along the way.

Analyzing impact of regenerative agriculture



Key to General Mills' approach is understanding how and where our philanthropy has an impact on society.

For example, to determine the social, economic and environmental value generated by regenerative farming practices – and to better define the many stakeholders to whom the benefits accrue – we engaged in an analysis in the Cheney Lake Watershed in Kansas, where General Mills sources wheat and supports regenerative agriculture pilot programs.

The third-party study found that for every US\$1 in costs to implement regenerative practices on-farm, there is approximately US\$5 in social return on investment to a wide variety of stakeholders – farmers/landowners, taxpayers, local communities, municipal water plants and water users.

\$1.3 billion

The total amount of all General Mills charitable giving from 2011 to 2020.*

*Includes food donations, Box Tops for Education™ and other corporately funded cause marketing and charitable contributions, as well as giving from the General Mills Foundation.

COVID-19 and our communities

As the COVID-19 pandemic and its economic wake had devastating impacts on communities across the world, we increased and adapted

our giving to help equip charitable organizations with greater financial and food resources to meet unprecedented need.

Our COVID-19 charitable response has included major grants to support community food security at the country level across our key markets

worldwide as well as supplemental grants to support basic community needs locally in our manufacturing and sales communities.

Our pandemic response: A force for good during COVID-19*

Corporate and Foundation giving



◎ 17 million meals

were donated by General Mills to **Feeding America** to help families in need as the pandemic unfolded.

◎ \$9 million

in charitable grants provided by the **General Mills Foundation** to help those in need.



Brand donations

The **17 million meals** donated included food provided by these General Mills brands:



\$150K

Old El Paso helped raise \$150,000 for **Feeding America** and the **LeBron James Family Foundation** through its #TacoTuesdayChallenge social campaign.



\$200K

Yoplait donated \$200,000 to **Feeding America** with a TikTok fundraising campaign.



\$1.3M

Cheerios provided \$1.3 million to **No Kid Hungry** to help feed hungry kids amid school closings.



Employee engagement



Employees have donated **\$1 million** to **1,000 charities** with the company match.

1,500 community kits for over **678 families** were prepared by employees from **40 U.S. states**.

Employees logged more than **8,000 volunteer hours** during the pandemic.

Increasing food security

► Material issues: Food security; food waste | GRI 102-13, 40, 42-44, FP4

Building food-secure communities

Our approach: Grounded in our belief that access to food and freedom from hunger are basic human rights, we work to bring about food-secure communities and combat hunger by:

- Ensuring food access for all – Together with our nonprofit partners, we take aim at inequitable food access and hunger to ensure all members of the community have reliable access to a wide range of affordable foods.
- Expanding surplus food recovery and charitable redistribution of good food – General Mills supports food banks in more than 40 countries as well as other nonprofits focused on ensuring the world's good food is used to nourish people and doesn't go to waste.

Our goals:

- Leverage philanthropic partnerships to help enable 30 billion meals for hungry people by 2030
- Increase reliable food access for 10 million people who are struggling with food insecurity by 2030
- Invest to expand the capacity of food bank networks across our key global markets so they can redistribute 10 billion pounds (4.5 million metric tons) of good surplus food per year by 2030

COVID-19 response: Key food security partners

Our response to COVID-19 focuses on ensuring food access for vulnerable populations. According to the [UN World Food Program](#), the COVID-19 pandemic may nearly double the number of people suffering acute hunger globally. To help meet that need, General Mills and our Foundation provided an incremental US\$14 million in cash grants and food donations between March and November 2020 to help food banks, food pantries and other leading anti-hunger organizations rise to meet elevated community needs driven by the pandemic.

We helped food bank systems meet heightened demand for food across 100,000+ frontline community charities worldwide.



The Global
FoodBanking
Network

FEEDING
AMERICA



We invested \$9 million in innovative food access programs to ensure children from lower-income households had meals during school closures around the world.*



*Partners include

- Global: Global FoodBanking Network, Global Child Nutrition Foundation
- Europe: European Food Banks Federation, FareShare, Hillingdon Food Bank, Fédération Française des Banques Alimentaires
- North America: No Kid Hungry, Feeding America, Second Harvest Heartland, Breakfast Club of Canada, Mississauga Food Bank
- Australia: Foodbank Australia
- Brazil: Ação Cidadania, Instituto Melhores Dias

We supported select United Way chapters and strategic community partners to help them meet local food needs and other urgent social services.



General Mills locations around the world mobilized to produce food for donation in response to COVID-19. Learn more about our manufacture-to-donate initiative in the U.S. with Feeding America.

Building long-term resilience

We work year-round with committed partners to support community-driven solutions that expand food security, food equity and build long-term resilience for the future. Highlighted grant partners include:

LOCALLY

- Appetite for Change
- United Way
- Greater Toronto

NATIONALLY

- Congressional Hunger Center
- Food Research & Action Center

GLOBALLY

- Global Child Nutrition Foundation

2020 PROGRESS

FOOD SECURITY

7 billion

meals worldwide enabled by our food donations and philanthropic partners.

\$5 million

of General Mills food produced for donation to the Feeding America network in response to COVID-19, resulting in 4.2 million meals.

40+ countries

General Mills grants supported and strengthened food banks in more than 40 countries during COVID-19.



△ Our Rothy Hill plant in Sydney produced 45,000 meals in May 2020 through our manufacture-to-donate initiative to help Australians in need, and went on to develop a collaborative program in partnership with our suppliers that is providing 10,000 meals per month for Foodbank Australia.

Supporting food rescue and recovery

Our approach: To ensure no good food goes to waste and that the world's surplus food is used to nourish people, we are leveraging our philanthropy and General Mills deep food system expertise to expand surplus food recovery. Our efforts and investments have resulted in grocery stores, restaurants and thousands of other food outlets around the globe gaining and adopting systematic food recovery solutions so that their good surplus food can now be used to nourish hungry people and does not end up in landfills.

Our goals:

- Invest in food recovery networks and platforms to empower 50,000 food retailers in surplus food rescue by 2030*
- Donate General Mills surplus food to enable 250 million meals for food-insecure people by 2030*
- Support farm-level food rescue by investing to expand food donation platforms, engaging farmers in 20 U.S. states by 2025



△ General Mills funding helped FareShare provide support to 1,325 additional charities from March to June 2020 – a 265% increase in organizations requesting food compared with 2019. FareShare helped charities distribute 188% more food, enough for 32.6 million meals.



△ General Mills donated 1.95 million pounds of pet food valued at more than US\$3.51 million to charitable partners for distribution to furry family members.**

2020 PROGRESS

FOOD RESCUE AND RECOVERY

34,581

retailers and foodservice operators worldwide empowered to participate in systemic food rescue through our global investments in food recovery technology

2.3 billion

pounds of good, surplus food – equal to 1.9 billion meals – recovered and charitably redistributed since 2014
(by 61 food transport companies that adopted the MealConnect platform created by Feeding America and funded by General Mills)

63 million

pounds of food rescued since 2015 using FareShareGo platform funded by General Mills

29 million

meals enabled by donations of General Mills surplus food worldwide

Food recovery partners

Since food waste and loss occur along the entire "farm-to-fork" continuum – impacting growers, families, communities, the environment and businesses – we engage with a wide variety of partners to advance positive change. We bring a systems lens and take a collective impact approach to the issue, working with cross-sector coalitions and nonprofit organizations around the globe with a focus on scaling innovation in surplus food recovery, so that the world's good surplus food can be redistributed to charities who nourish hungry people.

Focus	Strengthening the capacity, safety and efficiency of food banks worldwide	Identifying and catalyzing innovative new food recovery solutions	Expanding the global knowledge base for scalable, high-impact solutions to food waste and loss
Partners	 <p>ReFED works across sectors to accelerate and scale solutions with businesses, government leaders, environmental organizations, community nonprofits, researchers, investors and others committed to reducing food waste.</p>	<p>Food Recovery Network helps student volunteers at colleges and universities fight food waste and hunger by recovering perishable food from their campus dining halls and donating it to community charities serving people in need. Learn about Food Recovery Network's innovative COVID-19 response, pivoting to partner with The FarmLink Project to rescue 25 million pounds of food across 40+ states.</p>	
<p>Food banks reduce food waste by recovering and redirecting perfectly edible, nutritious foods to people in need. Our partners include:</p> <p>Feeding America In the U.S., we continue to invest in scaling the MealConnect food recovery technology platform.</p> <p>European Food Banks Federation In the U.K., we support the FareShareGo retail food rescue platform.</p> <p>Global Foodbanking Network We support the food recovery and distribution work of 47 participating food banks worldwide.</p>			

*Compared to 2020

**Charitable contributions (cash and food donations) by our Pet Food division for fiscal 2020 totaled US\$5.1 million. Charitable partners include Helen Woodward Animal Center, Stray Animal Adoption Program, Ohio State, Petco Foundation - ASPCA, Basset and Beagle, and other shelter and pet rescue programs.

A multifaceted approach to rescue food

As a global food company, General Mills believes that food loss and waste* are major environmental and economic challenges that undermine food security, contribute to climate change, unnecessarily consume natural resources, like water, and add more costs to families, communities and businesses alike. We take a broad approach to addressing food rescue, from reducing loss in our operations and collaborating across the industry to empowering food businesses in surplus food recovery, educating consumers on how to save food at home and engaging with communities worldwide. The General Mills Food Waste Action Team – composed of employees from sustainability, philanthropy, supply chain, government affairs and environmental standards – collaborates to drive progress and identify new opportunities for impact.



Operations

We closely monitor and manage our production processes to keep surplus food out of the waste stream. Surplus food from our operations is first offered to food bank partners to feed hungry people; the remainder is repurposed for animal feed or anaerobic digestion. In fiscal 2020, 4.6% of our total production was food waste, and less than 1% of that went to disposal.* In addition, 13 facilities (30% of the global total) met our zero-waste-to-landfill criteria in fiscal 2020.

We also work to reduce food waste in our office buildings. At our headquarters, 85% of total waste was recycled, 0.55% went to landfill, and 9% of total food waste was compost material.

See sustainable operations details in the Planet section.



Industry

We actively participate in industry, nonprofit and government groups focused on food loss and waste reduction as well as surplus food recovery, including AMERIPEN, the Food Waste Reduction Alliance, the Consumer Brands Association, the International Food Waste Coalition, ReFED, Consumer Goods Forum Food Waste Coalition of Action, MBOLD, and the U.S. Food Waste Challenge.

We are part of an industry effort to standardize food date labels to improve clarity about food quality and safety and reduce the amount of good food that's thrown away. As of June 2020, we have updated more than 30,000 retail and foodservice locations to participate in systematic food rescue.



Food retailers

General Mills is committed to increasing surplus food recovery, especially among consumer-facing food businesses – grocery stores, restaurants and other food outlets. These organizations collectively account for 36% of all food waste, roughly 50 billion pounds (more than 20 million metric tons) per year in the U.S. alone.

During the past four years, our global investments in food recovery technology have empowered more than 30,000 retail and foodservice locations to participate in systematic food rescue.



Consumers

We educate consumers on ways to save food at home:

- Since 24% of food waste happens in homes, General Mills developed and launched the #tastenotwaste initiative on bettycrocker.com in 2018 with follow-up campaigns in 2019 and 2020. These campaigns provided consumers with information on food waste and tips on how to reduce waste at home.
- General Mills also promotes Save the Food, a U.S.-based campaign from the Natural Resources Defense Council and the Ad Council that provides tips on how to store, cook and save food.



Communities

General Mills and our Foundation provide philanthropic support to leading nonprofits that makes it possible for food manufacturers, grocers, restaurants, distributors, trucking companies and other organizations to donate surplus food so it can be distributed to people in need.

- Our product donations to food banks enabled 29 million meals to nourish people across the world in 2020.
- Our investments in Feeding America's MealConnect food recovery platform (more than US\$3 million to date) have helped recover and charitably redistribute more than 2 billion pounds of good surplus food.

Commitments and collaborations to end food waste and loss



In 2020, General Mills committed to the 10x20x30 Initiative with a pledge of cutting our food waste in half by 2030. The pledge is part of our collaboration with food retailers and others through Friends of Champions 12.3, which drives progress toward UN SDG Target 12.3: To halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains by 2030.



General Mills supports the Consumer Goods Forum's resolution and Coalition of Action on food waste.



General Mills was named by the U.S. Department of Agriculture (USDA) as a 2030 Food Waste and Loss Champion.

*Food waste calculation includes waste generated from production of food for human and pet consumption. Disposal includes landfill and incineration without energy recovery.

Reducing childhood hunger – in and out of school

Our approach: Households with children are more likely to be food insecure.* Because schools are powerful levers for increasing food and nutrition security among children, we work to expand access to school meal programs around the world.

Our goals:

- Close the “school breakfast gap” – the number of low-income children eligible for, but not participating in, free school breakfast programs – in the U.S. so that all children

*Feeding America study, April 2020.

have daily access to a nourishing school breakfast by 2030

- Enable or improve meal access for 1 million youth at risk of hunger globally by 2030



Photo credit: No Kid Hungry

Our actions: Our nonprofit partners support childhood hunger relief programs in Brazil, Canada, China,

India, the U.K. and the U.S. Throughout 2020, the majority of these efforts focused on pandemic response.

2020 PROGRESS

CHILDHOOD HUNGER

610,000+

children worldwide have access to nourishing school meals daily, with General Mills support.

100,000

U.S. children have daily access to a nourishing school breakfast, helping address the breakfast gap.*

*More than 100,000 children reached to date through General Mills support to FRAC and No Kid Hungry. The breakfast gap, which included 3 million children prior to COVID-19, is expected to grow significantly due to the pandemic.

COVID-19 response: Adapting child hunger relief programs

When the COVID-19 pandemic led schools to close around the world, we supported our partners in continuing to nourish children outside of schools and provided \$2.5 million in additional child-hunger relief to key partners.* General Mills helps to improve childhood food and nutrition security through our support of the following programs.

Partner	Impact	Pandemic response – when schools closed
Brazil: Instituto Melhores Dias	Provides nourishing school meals and holistic school-based programs reaching 47,800 children.	Provided 3,000 emergency food baskets to 1,000 families enabling approximately 90,000 meals.
Canada: Breakfast Club of Canada	Leading provider of school breakfast to Canadian children in need. As of 2020, 250,000 children receive daily access to a nourishing meal at school in nearly every province and territory.	Pivoted to provide food, funding and delivery services to reach families facing food insecurity. Emergency response fund increased capacity, more than doubling its reach, growing from feeding 250,000 students daily to 683,921 children.
China: World Food Programme (WFP)	Provides pre-school programs with daily access to meals that deliver critical nutrition for early-childhood development.	Pivoted engagement and food and nutrition training with school partners to online platforms and supported schools as they prepared to re-open.
India: WFP	Supports nutritional fortification of school meals, directly supporting over 400,000 children; reaches 4 million children with more nutritious meals each day through technical assistance.	Strengthened government and civil society response to reach those most in need with food security measures and multilingual awareness campaigns on COVID-19.
U.K.: Greggs Foundation	Supports school breakfast clubs in high-poverty schools across the U.K., enabling over 5,000 students at 74 schools to gain daily access to a nourishing school breakfast since 2017.	Supported establishment of an emergency fund that provided 502 school partners with food and other essential items to meet the needs of children and families.
U.S.: Food Research & Action Center (FRAC) No Kid Hungry	FRAC: Enables nearly 42,000 students at 235 schools to gain daily access to a nourishing school breakfast (to date). No Kid Hungry: Expands school breakfast programs in areas with greatest need and opportunity to increase participation reaching more than 79,000 students to date.	FRAC: Supported implementation of new Pandemic EBT program, which gave SNAP breakfast/lunch benefits to families of 30 million children who lost access to free or reduced-price school meals when schools closed. (EBT - Electronic Benefits Transfer; SNAP - Supplemental Nutrition Assistance Program.) No Kid Hungry: With support from General Mills Foundation US\$1.75 million grant and others, launched campaign to help schools safely provide more than 847 million meals to children and families.

*Grant recipients: Breakfast Club of Canada, No Kid Hungry, Greggs Foundation, ReThink Food, Instituto Melhores Dias, Ação da Cidadania. The US\$2.5 million is part of General Mills' COVID-19 response.

Advancing regenerative agriculture

► Material issues: Farmer livelihoods, biodiversity, water stewardship | GRI 203-1, 2, FP4

Our approach: We leverage philanthropy to advance regenerative agriculture practices and support the conservation of natural resources and ecosystems around the world. Complementing our

company's broader sustainability and regenerative commitments, we invest in NGO-led initiatives that increase farmers' economic resilience and protect human rights, improve soil and water health and

increase biodiversity through improved pollinator health and habitat. Learn more in the [Planet](#) section of this report. We also actively engage in public policy discussions to advance sustainability

priorities – see related details in the report's [Introduction](#) section.

Regenerative agriculture – philanthropic impact*

Focus area	Goal	Partners	Progress
 FARMER RESILIENCE	Improve the well-being of 30,000 people (farmers and their families) by 2030 in smallholder farming communities from which General Mills sources cocoa and vanilla.	CARE in Côte d'Ivoire and Ghana, Positive Planet in Madagascar	More than 50,000 smallholder farmers and their family members receive support to improve their livelihoods and farming practices, empower female farmers, establish farmer cooperatives, increase food and nutrition security, support youth education and prevent child labor.
 FOREST PRESERVATION	Accelerate the preservation and rehabilitation of forests in cocoa-producing regions of Côte d'Ivoire and Ghana.	PUR Project	Implemented new cocoa ecosystems and reforestation programs in the Kakum HIA region of Ghana and the Mont Peko region of Côte d'Ivoire.
 SOIL HEALTH	Support broad adoption of regenerative agriculture principles and best practices, such as no-till farming and the use of cover crops, to improve soil health.	Soil Health Academy, Soil Health Partnership, Soil Health Institute, The Nature Conservancy, Future Farmers of America	<ul style="list-style-type: none"> ■ Identified and measured soil health indicators at over 340 North American sites to evaluate and better understand the relationship between soil health and changes in farm yield, farmer economics, water quality and GHG emissions. ■ Supported the launch of a program for the new generation of farmers who are passionate about soil health and regenerative agriculture.
 WATER STEWARDSHIP	Invest in water stewardship funds and coalitions to protect and restore at-risk watersheds.	Sustainable Conservation, The Nature Conservancy, Water Foundation	<ul style="list-style-type: none"> ■ Supported water stewardship collaborations in four out of eight priority watershed regions. ■ Collaborated to advance water conservation practices on U.S. dairy and feed farms. ■ Examined and advanced watershed health solutions in regions around the world, such as the Ganges River in the Indian state of Madhya Pradesh, the Rio Grande river valley in New Mexico and across California.
 POLLINATORS	Support the engagement of farmers to expand pollinator habitats on and near agricultural lands and advance cutting-edge research to protect and restore pollinator health.	Xerces Society for Invertebrate Conservation, University of Minnesota Bee Lab, Observatoire Français d'Apidologie	<ul style="list-style-type: none"> ■ Supported field biologist teams partnering with farmers to establish and expand pollinator habitats across key agricultural regions in the U.S. ■ Supported leading global research to advance understanding of factors and risks impacting pollinators and share findings to improve bee population health. ■ Supported advancement of pollinator habitat plantings and beekeeper education and training through the European Beekeepers Network.

*These efforts complement the collaborative work of our business teams and ingredient suppliers described in the [Planet](#) section of this report.

Strengthening hometown communities

► GRI 413-1, FP4

Our approach: Just as we care about the communities where our ingredients are grown, we also care about the communities that our employees call home. Around the world, we make a meaningful impact in our hometown communities through employee volunteerism and local community giving. Our employees are General Mills greatest asset as they bring our company's purpose to life every day. Supporting local causes they are passionate about invigorates our employees while strengthening our hometown communities around the globe.

Our goal is to strengthen hometown communities by:

- Maintaining an employee volunteerism rate of 80% worldwide

- Investing in General Mills hometown communities globally to help our local communities around the world grow and thrive

Employee volunteerism

Our approach: We encourage and empower our employees to apply their skills, expertise and passion to help strengthen their communities.

**WATCH VIDEO**

△ This video highlights many of the ways we are helping to increase food security in Canada.

Skills-based volunteerism: Many of our employees apply their professional skills and knowledge to also make a difference at the local and societal levels, including through our in-house



△ In fiscal 2020, more than 200 employees based throughout the U.S. from our Convenience Stores and Foodservice division volunteered at 25 food banks as part of our Hometown Hunger Heroes program, lending their time and talent and augmenting a US\$125,000 grant from General Mills to these food banks.

Employee volunteerism during COVID-19

Around the world, our employees volunteered more than 8,000 hours during the pandemic (between March 1 and Oct. 31, 2020).

Here are a few ways they made a difference in their communities:



△ In Brazil, France, India, Spain, the U.K. and U.S., employees provided food and supplies to front-line workers and others affected by the pandemic.



△ Individually and in teams, employees around the world volunteered at food banks to sort, inventory and pack food.



△ More than 2,000 employees and their family members prepared over 1,500 boxes and bags with snacks and supplies for nonprofits in 40 U.S. states.

2020 PROGRESS

STRENGTHENING COMMUNITIES

83%

of our employees worldwide report volunteering in their communities, sharing their time and talent in ways that serve both people and the planet.

\$92 million

in charitable giving contributed by General Mills and our Foundation worldwide in fiscal 2020.

552

charities worldwide received philanthropic funding from General Mills and our Foundation, enabling them to serve and strengthen communities.

50+

We invested in over 50 global hometown communities with local grants during fiscal 2020.

\$2.5+ billion

in cumulative giving provided by General Mills and our Foundation to strengthen communities since our Foundation was established in 1954*

*This figure includes General Mills Foundation grants, Box Tops for Education™ giving, corporate contributions and the company's global food donations.

GoodWorks pro-bono program and our international nonprofit partner, Partners in Food Solutions.

In 2020, the GoodWorks program expanded its community focus to provide targeted support for local nonprofits and small businesses owned by Black, Indigenous and people of color in light of the heightened impacts of COVID-19 and the social unrest that occurred in our headquarters community of Minneapolis, Minnesota. GoodWorks was expanded in 2020 beyond its initial marketing roots to include other General Mills departments, including finance, supply chain/sourcing and Innovation, Technology and Quality.

COVID-19 impact: In response to the pandemic and its devastating

economic wake, the General Mills GoodWorks marketing team worked with the Minnesota Department of Human Services to develop a campaign intended to boost enrollment in the U.S. Supplemental Nutrition Assistance Program (SNAP).

Disaster relief

Our approach: When disaster strikes in the communities where we operate, General Mills is ready to contribute in ways that provide relief and help communities recover. Through financial grants and General Mills food donations, we help to ensure that our humanitarian and disaster relief partners are resourced and equipped to help communities during their most urgent times of need.

Our actions: In fiscal 2020, we provided support for communities in the aftermath of the Australian wildfires and tornadoes in Tennessee.

Employee giving

Employees in North America, Europe, Australia and India participate in the General Mills Foundation's gift matching program, which offers a US\$1,000 match when they give to their favorite charities.

COVID-19 impact: In 2020, the General Mills Foundation increased the match by an additional US\$500 as part of COVID response efforts. More than 1,300 employees had their gifts matched by the Foundation between March 1 and November 1, 2020.

2020 PROGRESS

DISASTER RELIEF

\$65,000

In response to natural disasters, we provided nearly US\$65,000 in financial and in-kind donations to the Australian Red Cross, American Red Cross and WIRES Animal Rescue in charitable giving contributed by General Mills worldwide in fiscal 2020.*

EMPLOYEE GIVING

\$1 million

raised by employees for 1,000 nonprofits with the General Mills Foundation match.**

1,300

employees participated with contributions through the giving program.

*The majority of our giving in fiscal 2020 was focused on COVID-19.

**Contributions in U.S. dollars from March 1 to Nov. 1, 2020, including giving associated with the COVID-19 pandemic and efforts to advance racial equity.

Partners in Food Solutions

Our employees volunteer with Partners in Food Solutions (PFS), an independent nonprofit organization originally founded by General Mills that links the technical and business expertise of volunteer employees from seven food companies with high-potential food processors and millers in 11 African countries. PFS enables and supports many important social outcomes, including the expanded supply of safer and more nutritious food in some of Africa's largest countries.

COVID-19 impact: During the early stages of the COVID-19 pandemic when PFS saw peak demand for volunteer assistance, employees from General Mills accounted for nearly half of the volunteers engaged in new projects. PFS experienced a 23%

increase in new General Mills volunteer registrations from March through May 2020.

Cumulative impact: PFS results since 2008 include:

- More than 1,600 early-stage food companies received support and training to help improve food safety and quality and improve their businesses.
- 34% of PFS client businesses are owned and/or managed by women.
- More than 100,000 hours were contributed by 1,300+ volunteers from the seven supporting companies.



△ Krishna Mahajan, a packaging engineer at General Mills, helped Mushili, a food processor in Zambia, develop new packaging for pre-cooked beans that is less prone to damage and made with less plastic. Pictured here are PFS Program Manager Daniel Mwape and Mushili CEO Vaezi Chima holding the new packaging.

Advancing racial equity

While we are proud of our company's long-standing work and deep commitment to using our philanthropy as a lever to advance racial equity, the tragic death of George Floyd in our headquarters community and the global reckoning that followed have emboldened our resolve. We are working more urgently and in targeted ways to ensure we are using our influence to bring an end to the racial disparities in social outcome areas like student educational achievement and family food security.

Our actions:

We are taking concrete action to advance **racial justice and social equity**, including:

- General Mills is a leading organizer of the Minnesota Business Coalition for Racial Equity to bring together and activate the resources and resolve of



△ On June 12, 2020, we hosted a Day of Courageous Action to make a positive change in our community following civil unrest. More than 325 employees at our headquarters facility, including Chairman and CEO Jeff Harmening, came together to provide donations and assemble 10,000 various supply kits with resources most requested by our community members. Learn more about our Day of Courageous Action social and racial justice learning events in the People section of this report.

Our commitment to racial equity*

Equitable food access:

We will philanthropically invest and engage with food bank, anti-hunger and racial justice organizations to address food insecurity that disproportionately impacts communities of color.



*See complete General Mills Commitment to Racial Equity in the [People](#) section of this report.

Equitable education outcomes:

We will use our philanthropy to eliminate the academic outcome disparities between students of color and their white counterparts in our headquarters community of Minneapolis, Minnesota.



dozens of leading Minnesota-based corporations and community partners in order to accelerate progress in racial equity in social outcomes.

- We joined other companies, foundations and individuals to invest in the [Twin Cities Rebuild for the Future Fund](#) to support small businesses owned by Black people, Indigenous people and people of color in areas most impacted by the civil unrest and resulting community damage.

- Recognizing that school children who are Black, Hispanic or Indigenous are being more adversely impacted by the school shift to online learning due to the pandemic, General Mills is supporting the Digital Learning Fund, administered by the Saint Paul & Minnesota Foundation, to ensure that students are well equipped and supported so they can continue to learn from home.

Box Tops for Education™

Box Tops for Education is a fully digital program operated by General Mills that provides funds for participating U.S. schools, which can be used for supplies and other priorities. To advance equity in education and ensure all kids can reach their full potential, Box Tops is helping to equip teachers to identify and address racial bias, supporting programs that work to increase the number of teachers of color, and distributing Box Tops funds to impact Title One Schools. These efforts have begun in our hometown of Minneapolis, Minnesota, with plans to expand.

Box Tops impact includes:

- | | | | |
|---|--|---|---|
| ■ US\$934 million provided through Box Tops for Education since the program began in 1996. | ■ US\$21 million earned by U.S. schools during the 2019–2020 school year. | ■ More than 2 million people have downloaded and opened the Box Tops app | ■ 80,000 U.S. schools benefiting from the program. |
|---|--|---|---|



2020 PROGRESS

STANDING ALONGSIDE OUR COMMUNITY

\$400,000

in quick response grants to help heal, rebuild and nourish the Twin Cities community in the wake of civil unrest*

200 leaders

Nearly 200 leaders and managers from Minnesota-based companies now actively working together in the Minnesota Business Coalition for Racial Equity to take actions that can tangibly advance progress toward racial equity in Minnesota

*Grant recipients: Appetite for Change; Northside Achievement Zone; Pillsbury United Communities; and Twin Cities Rebuild for the Future Fund (administered by the Greater Twin Cities United Way) as of June 2020. Twin Cities includes the greater Minneapolis and St. Paul metro area.

APPENDIX

Environmental data summary (wholly owned or controlled production facilities globally)*

In thousands, except rate data	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Energy usage rate (GJ/metric ton of product) GRI 302-3	1.92	1.92	1.90	1.89	1.88	1.87	1.86	1.91	1.89	1.91	1.90
Energy usage (GJ) GRI 302-1	9,565	9,367	8,875	10,537	10,526	10,358	10,124	9,787	9,051	9,385	9,820
Direct energy usage by primary source (GJ)	5,435	5,265	4,892	5,910	5,979	5,889	5,672	5,629	5,056	5,315	5,656
Fuel oil (GJ)	85	79	81	84	52	32	35	67	51	45	46
Natural gas (GJ)	4,979	4,863	4,560	4,988	5,083	5,072	4,947	4,848	4,474	4,770	5,193
LP gas (GJ)	62	15	10	105	98	53	85	95	97	99	42
Solar panels (GJ)	0	0.30	0.44	0.43	0.44	0.42	0.47	.052	0	0	0
Cogeneration electric (GJ)	98	91	64	64	73	59	65	18	5	2	0
Cogeneration steam (GJ)	204	188	110	142	161	162	117	91	6	3	0
Biomass (GJ)	8	29	67	527	513	511	423	458	404	343	363
Purchased steam (GJ)									15	15	11
Biogas (GJ)									3	6	1
Indirect energy usage (electricity) (GJ)	4,129	4,102	3,983	4,627	4,547	4,469	4,452	4,205	3,994	4,070	4,162
International (GJ)	498	506	540	1,177	1,100	1,057	1,052	931	891	900	819
North America (GJ)	3,631	3,596	3,444	3,450	3,447	3,412	3,399	3,274	3,103	3,170	3,343
Energy usage, by region											
International (GJ)	945	966	1,022	2,587	2,498	2,407	2,382	2,202	2,075	2,038	1,852
North America (GJ)	8,620	8,401	7,852	7,945	8,015	7,952	7,742	7,585	6,976	7,347	7,968
GHG emissions rate (metric tons CO ₂ e/metric tons of product) GRI 305-4	0.204	0.206	0.206	0.181	0.173	0.171	0.162	0.165	0.16	0.16	0.15
GHG emissions (Scopes 1 and 2)** (metric tons CO ₂ e)	1,017	1,006	961	1,013	965	945	882	831	778	785	830
Scope 1 (metric tons CO ₂ e) GRI 305-1	285	273	251	281	284	277	265	254	267	274	302
Fuel oil (metric tons CO ₂ e)	5	5	5	5	4	2	2	4	4	3	3
Natural gas (metric tons CO ₂ e)	277	267	246	270	274	271	258	245	223	236	265
LP gas (metric tons CO ₂ e)	4	1	1	6	6	3	5	5	5	6	3
Purchased steam (metric tons CO ₂ e)									2	2	0.5
CO ₂ for processing (metric tons CO ₂ e)									33	27	31
Scope 2 (metric tons CO ₂ e) GRI 305-2	732	733	710	732	681	668	616	576	511	511	528***
GHG emissions from renewables (not in Scope 1 or 2)	0	1	3	44	48	48	40	43	38	32	35
GHG emissions, by region											
International (metric tons CO ₂ e)	87	91	95	143	132	127	124	117	115	98	97
North America (metric tons CO ₂ e)	930	915	866	870	833	818	757	714	663	687	733
Water withdrawal rate (cubic meters/metric ton of product)	2.19	2.11	2.14	2.90	2.79	2.86	3.16	2.99	2.85	2.72	2.75
Water withdrawal (cubic meters) GRI 303-1	10,800	10,300	10,000	16,200	15,800	15,800	17,400	15,100	13,604	13,367	14,211
Groundwater (cubic meters)	NA	2,000	1,800	7,800	7,100	7,200	6,400	6,400	5,772	5,545	5,713
Municipal (cubic meters)	NA	8,300	8,200	8,400	8,700	8,600	11,000	8,700	7,832	7,822	8,498
Solid waste generation rate (metric tons/metric ton of product)	0.037	0.037	0.034	0.034	0.033	0.035	0.043	0.045	0.065	0.061	0.064
Solid waste (metric tons)	183	178	159	190	186	193	233	228	309	299	329
Percentage of owned production facilities that achieved zero waste to landfill**** (%)	N/A	N/A	N/A	12%	16%	17%	12%	14%	20%	24%	30%

*Data in this table is reported on a June to May basis (through May of the year noted). Energy usage, GHG emissions, water withdrawal, and solid waste generation absolute and rate data are from wholly owned or controlled production facilities globally and reflect our footprint in that fiscal year. Past fiscal years have not been adjusted for acquisitions or divestitures. Solid waste data in this table is from production and excludes waste associated with construction as well as nonproduction activities such as new product trials. Some segments do not add up to total, due to rounding. Some data are restated compared to reporting in prior years to reflect improvements in data gathering and tracking methodologies. Beginning in 2013, data reflects the acquisition of Yoplait and Yoki. Yoplait solid waste data for 2013 and 2014 and all Yoki data for 2013 and 2014 were estimated. Beginning in 2017, data reflects the acquisition of Carolina. Beginning in 2019, GHG emissions, energy usage, and water withdrawal data reflects the acquisition of Blue Buffalo Pet Products, Inc., completed in April 2018.

**Scope 1 and 2 GHG emissions data were calculated using the location-based method. These data were externally verified for 2010 and 2015–2019 by Bureau Veritas, and for 2020 by Apex Companies LLC.

***Using market-based calculations, Scope 2 GHG emissions for 2020 equaled 368,398 metric tons CO₂e. Market-based calculations include the application of RECs and European Residual Mix Factors.

****These facilities sent no waste to landfill or incineration without energy recovery. Data includes facilities that were operating at the end of the relevant fiscal year. For years prior to 2013, General Mills did not report this data.

Renewable energy, fiscal 2020*

Location	Generated and used (GJ)	Generated and sold (GJ)	RECs (GJ)	Type
Brazil (Cambara, Carolina, Pouso Alegre)	261,987	0	N/A	Wood/heat
France (Arras)	140	1,435	N/A	Biogas (food waste)/electricity and heat
United States (Fridley, MN)	102,382	0	N/A	Biomass (oat hulls)/heat
United States (Murfreesboro, TN)	26 (electricity)	0	N/A	Biogas (food waste)/electricity and heat
United States (Cactus Flats, Concho County, TX)	N/A	N/A	1,205,596	Wind/electricity (RECs)
Total	364,535**	1,435	1,205,596***	

*The company's facility in San Adrian, Spain, rented its roof to a solar company, which generated 5,378 GJ at that location in fiscal 2020. That amount is not included in this table. This table does not yet include renewable energy from the Maverick Creek wind project in central Texas, which began commercial generation in November 2020.

**Represents 4% of total energy usage from wholly owned or controlled production facilities globally

***Represents 25% of total electricity usage for all owned operations (production, offices, warehouses, shops)

GHG emissions across the value chain by scope*

(metric tons CO₂e)

Value chain phase	2020			Total	2010 total
	Scope 1	Scope 2	Scope 3		
Agriculture and transformation	0	0	9,490,000	9,490,000	11,630,000
Packaging supply chain	0	0	1,340,000	1,340,000	1,360,000
Producing**	303,000	330,000***	526,000	1,160,000	1,760,000
Shipping	9,860	40,000	1,580,000	1,630,000	1,480,000
Selling	22,000	42,000	858,000	921,000	933,000
Consuming	0	0	2,900,000	2,900,000	3,540,000
Total	335,000	412,000	16,700,000	17,400,000	20,700,000

*Fiscal year data; some segments do not add up to total due to rounding; see box below for methodology.

**Data in the [Environmental data summary](#) are from wholly owned or controlled production facilities globally.

The data in this table include those locations as well as other wholly owned or controlled facilities globally (such as offices and Häagen-Dazs shops) as well as fleet vehicles.

***This data is calculated using the market-based method.

Performance dashboard: Sustainable sourcing*

Commitment: Sustainably source 100% of our 10 priority ingredients by 2020

Progress: 100% of these raw materials were sustainably sourced in fiscal 2020

Raw material/ingredient	FY18	FY19	FY20	Strategy	Sustainability definition
Cocoa	90%	93%	100%	Origin-direct investment	Direct investment at origin to improve smallholder farmer livelihoods and ingredient quality
Vanilla	32%	75%	100%		Driving toward continuous improvement using industry-based environmental metrics with at least 25% of acres under measurement
Oats	90%	97%	100%		Driving toward continuous improvement using Field to Market framework or comparable metrics with at least 25% of acres under measurement
U.S. wheat	74%	86%	100%		Driving toward continuous improvement as outlined in the ICUSD's Stewardship and Sustainability Framework for U.S. Dairy**
U.S. sugar beets	81%	89%	100%	Continuous improvement	Recycled material or virgin wood fiber from regions not contributing to deforestation
U.S. corn (dry milled)	82%	91%	100%		Sourced from independently verified low-risk regions, or compliance with Bonsucro or comparable standards in high-risk regions
U.S. dairy (raw fluid milk)	91%	98%	100%		Roundtable on Sustainable Palm Oil (RSPO) mass balanced, segregated sustainable palm or PalmTrace Credits
Fiber packaging	99.5%	99.5%	100%	Verification	
Sugarcane	70%	86%	100%		
Palm oil	100%	100%	100%		

*Progress numbers may vary from year to year due to changes in suppliers, market conditions or improvements in data tracking methodology. All numbers calculated based on volume except fiber packaging, which is based on percent of spend sustainably sourced. Aggregate percentage is based on the percentages sustainably sourced for each ingredient, weighted by spend. Data reported for oats, U.S. wheat, U.S. sugar beets and U.S. corn represent percentage progress calculated based on acres under measurement and number of years of data.

**Measured using the National Milk Producers Federation's Farmers Assuring Responsible Management (FARM) Environmental Stewardship module (formerly called FarmSmart).

GHG emissions calculation methodology

We work with Quantis to calculate our global GHG emissions footprint each fiscal year, following the guidelines of the GHG Protocol Corporate Accounting and Reporting Standard. This footprint covers our complete value chain, from the farms that grow our ingredients to consumers who use our products.

We work to continually update our methodology, visibility and accuracy, and update results as appropriate each year. Data reported for 2010 and 2020 reflect the acquisition of Blue Buffalo Pet Products, Inc., completed in April 2018 (Blue Buffalo data for 2010 is estimated). Data for 2020 also reflect an improved packaging data collection method. Scope 1, 2 and 3 data for 2020 in the above table were externally verified by Apex Companies, LLC.

Global Reporting Initiative index*

Disclosure		Location/comments	Disclosure	Location/comments
GRI 102: General Disclosures		GRI 102: General Disclosures (cont.)		
Organizational profile			Governance (cont.)	
102-1	Name of the organization	2020 10-K	102-21	Consulting stakeholders on economic, environmental, and social topics
102-2	Activities, brands, products, and services	Introduction, 2020 10-K	102-22	Composition of the highest governance body and its committees
102-3	Location of headquarters	2020 10-K	102-23	Chair of the highest governance body
102-4	Location of operations	2020 10-K	102-24	Nominating and selecting the highest governance body
102-5	Ownership and legal form	2020 10-K	102-25	Conflicts of interest
102-6	Markets served	General Mills website	102-26	Role of highest governance body in setting purpose, values, and strategy
102-7	Scale of the organization	2020 Annual Report	102-28	Evaluating the highest governance body's performance
102-8	Information on employees and other workers	People	102-29	Identifying and managing economic, environmental, and social impacts
102-9	Supply chain	Introduction, Planet	102-30	Effectiveness of risk management processes
102-10	Significant changes to the organization and its supply chain	2020 Annual Report	102-31	Review of economic, environmental, and social topics
102-11	Precautionary Principle or approach	Planet	102-32	Highest governance body's role in sustainability reporting
102-12	External initiatives	Introduction, Planet, Community	102-33	Communicating critical concerns
102-13	Membership of associations	Introduction, Planet, Community	102-34	Nature and total number of critical concerns
Strategy		Stakeholder engagement		
102-14	Statement from senior decision-maker	CEO letter, 2020 Annual Report	102-40	List of stakeholder groups
102-15	Key impacts, risks, and opportunities	2020 10-K	102-41	Collective bargaining agreements
Ethics and integrity		Approximately 34% of U.S. production employees are covered by CBAs.		
102-16	Values, principles, standards, and norms of behavior	Introduction, People	102-42	Identifying and selecting stakeholders
102-17	Mechanisms for advice and concerns about ethics	People		
Governance				
102-18	Governance structure	GeneralMills.com/Investors		
102-19	Delegating authority	Introduction		
102-20	Executive-level responsibility for economic, environmental, and social topics	Introduction		

*Using GRI 2016 Sustainability Reporting Standards. Reporting disclosures may not be applied fully for all Standards.

Global Reporting Initiative index (cont.)

Disclosure		Location/comments	Disclosure		Location/comments		
GRI 102: General Disclosures (cont.)							
Stakeholder engagement (cont.)							
102-43	Approach to stakeholder engagement	Introduction, Planet, Community	201-2	Financial implications and other risks and opportunities due to climate change	Planet, CDP - Climate Change Disclosure		
102-44	Key topics and concerns raised	Introduction, Food, Planet, Community	201-3	Defined benefit plan obligations and other retirement plans	2020 10-K		
Reporting practice							
102-45	Entities included in the consolidated financial statements	2020 Annual Report	GRI 203: Indirect Economic Impacts				
102-46	Defining report content and topic boundaries	Materiality section of Introduction	203-1	Infrastructure investments and services supported	Planet, Community		
102-47	List of material topics	Materiality section of Introduction	203-2	Significant indirect economic impacts	Planet, Community		
102-48	Restatements of information	Appendix - Environmental data summary	GRI 204: Procurement Practices				
102-49	Changes in reporting	Introduction	204-1	Proportion of spending on local suppliers	Planet		
102-50	Reporting period	Introduction	GRI 205: Anti-corruption				
102-51	Date of most recent report	Apr-19	205-1	Operations assessed for risks related to corruption	People		
102-52	Reporting cycle	Annual	205-2	Communication and training about anti-corruption policies and procedures	People		
102-53	Contact point for questions regarding the report	Introduction	GRI 300 Environmental Standards Series				
102-54	Claims of reporting in accordance with the GRI Standards	Introduction, Appendix - GRI Index	GRI 301: Materials				
102-55	GRI content index	Global Reporting Initiative index	301-2	Recycled input materials used	Planet		
102-56	External assurance	Introduction	301-3	Reclaimed products and their packaging materials	Planet		
GRI 200 Economic Standards Series							
GRI 201: Economic Performance							
201-1	Direct economic value generated and distributed	Community, Planet, 2020 Annual Report, 2020 Proxy Statement	302-1	Energy consumption within the organization	Planet, Appendix - Environmental data summary		
302-2	Energy consumption outside of the organization		302-3	Energy intensity	CDP - Climate Change Disclosure Planet, Appendix - Environmental data summary		
302-4	Reduction of energy consumption				Planet		

Global Reporting Initiative index (cont.)

Disclosure		Location/comments	Disclosure		Location/comments
GRI 300 Environmental Standards Series (cont.)			GRI 300 Environmental Standards Series (cont.)		
GRI 303: Water			GRI 306: Effluents and Waste		
303-1	Water withdrawal by source	Planet , Appendix - Environmental data summary	306-1	Water discharge by quality and destination	We do not discharge untreated sanitary wastewater to land or surface waters at any of our locations. Wastewater discharges primarily consist of organic matter from ingredient handling, food production and cleaning processes. Our production facilities are governed by applicable regulations as well as our compliance management program.
303-2	Water sources significantly affected by withdrawal of water	Planet	306-2	Waste by type and disposal method	Planet
303-3	Water recycled and reused	Planet	306-3	Significant spills	There were no significant spills at our manufacturing locations during the reporting period.
GRI 304: Biodiversity			306-4	Transport of hazardous waste	The quantity of hazardous waste produced and shipped is insignificant relative to the amount of solid waste generated at General Mills. Hazardous waste shipping and disposal is restricted by government regulations.
304-2	Significant impacts of activities, products, and services on biodiversity	Planet	306-5	Water bodies affected by water discharges and/or runoff	No water bodies are significantly affected by company discharges. Our production facilities are governed by applicable regulations as well as our compliance management program.
304-3	Habitats protected or restored	Planet	GRI 307: Environmental Compliance		
GRI 305: Emissions			307-1	Noncompliance with environmental laws and regulations	General Mills incurred 3 Notices of Violations (NOVs) and no significant fines during the reporting period.
305-1	Direct (Scope 1) GHG emissions	Planet , Appendix - Environmental data summary	GRI 308: Supplier Environmental Assessment		
305-2	Energy indirect (Scope 2) GHG emissions	Planet , Appendix - Environmental data summary	308-1	New suppliers that were screened using environmental criteria	Supplier Code of Conduct
305-3	Other indirect (Scope 3) GHG emissions	Planet , CDP - Climate Change Disclosure			
305-4	GHG emissions intensity	Planet , Appendix - Environmental data summary			
305-5	Reduction of GHG emissions	Planet			
305-6	Emissions of ozone-depleting substances (ODS)	Ozone-depleting substances (ODS) are most commonly used in small quantities for closed-loop refrigeration systems and occasional fumigation activities. ODS emissions are strictly regulated.			
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Air emissions primarily include particulate matter and organic compounds from ingredient handling, cooking and drying, as well as emissions associated with fuel combustion. Our production facilities are governed by applicable regulations as well as our compliance management program.			

Global Reporting Initiative index (cont.)

Disclosure		Location/comments	
GRI 400 Social Standards Series			
GRI 401: Employment			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	People	
GRI 403: Occupational Health and Safety		People	
403-1	Workers representation in formal joint management-worker health and safety committees	People	
403-2	Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	People	
403-4	Health and safety topics covered in formal agreements with trade unions	People	
GRI 404: Training and Education		People	
404-2	Programs for upgrading employee skills and transition assistance programs	People	
404-3	Percentage of employees receiving regular performance and career development reviews	People	
GRI 405: Diversity and Equal Opportunity		People, GeneralMills.com/ Investors	
405-1	Diversity of governance bodies and employees	People, GeneralMills.com/ Investors	
GRI 407: Freedom of Association and Collective Bargaining		Planet	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Planet	
GRI 408: Child Labor		Planet	
408-1	Operations and suppliers at significant risk for incidents of child labor	Planet	
GRI 400 Social Standards Series (cont.)			
GRI 409: Forced or Compulsory Labor			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Planet	
GRI 412: Human Rights Assessment			
412-1	Operations that have been subject to human rights reviews or impact assessments	Planet	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Planet, Supplier Code of Conduct	
GRI 413: Local Communities			
413-1	Operations with local community engagement, impact assessments, and development programs	Planet, Community	
GRI 414: Supplier Social Assessment			
414-1	New suppliers that were screened using social criteria	Supplier Code of Conduct	
414-2	Negative social impacts in the supply chain and actions taken	Planet	
GRI 415: Public Policy			
415-1	Political contributions	Civic Involvement, Introduction	
GRI 416: Customer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories	Food, People	
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	Food	
GRI 417: Marketing and Labeling			
417-1	Requirements for product and service information and labeling	Food	

Global Reporting Initiative index (cont.)

Disclosure	Location/comments	Disclosure	Location/comments
Food Processing Sector Supplement		Food Processing Sector Supplement (cont.)	
Across All Aspects of Sourcing			Product and Service Labeling (cont.)
FP1 Percentage of purchased volume from suppliers compliant with company's sourcing policy.	Planet, Supplier Code of Conduct	FP9 Percentage and total of animals raised and/or processed, by species and breed type.	General Mills does not raise or process animals in its production operations. Meat that is used in our products is processed by our suppliers. For information on our approach to animal welfare, see our policy .
FP2 Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard.	Planet	FP10 Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic.	General Mills does not physically alter animals or use anaesthetics. For information on our approach to animal welfare, see our policy .
Healthy and Affordable Food		FP11 Percentage and total of animals raised and/or processed, by species and breed type, per housing type.	Planet General Mills does not raise or process animals. For information on our approach to animal welfare, see our policy .
FP4 Nature, scope and effectiveness of any programs and practices that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need.	Food, Planet, Community	FP12 Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type.	Planet Animal welfare policy
Customer Health and Safety		Transportation, Handling, and Slaughter	
FP5 Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	Food	FP13 Total number of incidents of noncompliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals.	General Mills does not transport, handle or slaughter live or aquatic animals.
FP6 Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars.	Food		
FP7 Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives.	Food		
Product and Service Labeling			
FP8 Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements.	Food AskGeneralMills.com SmartLabel.org		

United Nations Global Compact Principles

Principle	Information in report
Human rights	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Ethics and compliance Human rights Supplier Code of Conduct
Principle 2: make sure that they are not complicit in human rights abuses.	Ethics and compliance Human rights
Labor	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Human rights
Principle 4: the elimination of all forms of forced and compulsory labor;	Supplier Code of Conduct Human rights Supplier Code of Conduct
Principle 5: the effective abolition of child labor; and	Human rights Supplier Code of Conduct
Principle 6: the elimination of discrimination in respect to employment and occupation.	Ethics and compliance Global inclusion Supplier Code of Conduct
Environment	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	Climate change Sustainable sourcing Regenerative agriculture
Principle 8: undertake initiatives to promote greater environmental responsibility; and	Climate change Regenerative agriculture Responsible sourcing Sustainable operations Water stewardship
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Climate change Regenerative agriculture Sustainable operations Water stewardship
Anti-corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Supplier Code of Conduct Code of Conduct

Sustainability Accounting Standards Board reference table

The Sustainability Accounting Standards Board (SASB) is an independent, standards-setting organization that promotes disclosure of material sustainability information to meet investor needs. This table references the Standard for the Processed Foods industry as defined by SASB's Sustainable Industry Classification System (SICS) and identifies how General Mills addresses each topic. Note that some responses may not be fully aligned with SASB's definition, but represent the content most closely aligned with that indicator.

Topic	SASB indicator code	General Mills response
Energy Management	FB-PF-130a.1	Total energy usage in FY20 for our owned production facilities was 9,820,000 gigajoules (GJ); 25% renewable electricity sourced for our global operations.
Water Management	FB-PF-140a.1	Total water withdrawn in FY20 in our owned production facilities was 14,211,000 cubic meters; approximately 5% of our withdrawals were from water-stressed areas. See CDP Water for details.
	FB-PF-140a.2	No incidents related to water quality and/or quality permits, standards or regulations in FY20.
	FB-PF-140a.3	Water issues are local, so we take a risk-based approach to address risks in priority watersheds across our global supply chain. Our goal is to champion the activation of water stewardship plans for the company's most material and at-risk watersheds. See Water stewardship and CDP Water for details.
Food Safety	FB-PF-250a.1	96% of General Mills owned production facilities were Global Food Safety Initiative (GFSI) certified in FY20; there were zero critical nonconformances.
	FB-PF-250a.2	94% of our global co-production sites, 71.8% of our global ingredient suppliers and 92.9% of our North American ingredient vendor sites were GFSI certified in FY20.
	FB-PF-250a.3	No food safety violations were received in FY20.
	FB-PF-250a.4	We conducted two voluntary product recalls globally in FY20, one each for flour and canned corn.
Health & Nutrition	FB-PF-260a.2	In FY19, we launched a new global health reporting system focused on Nutrition-Forward Foods that leverages established, transparent nutrition criteria grounded in regulations and dietary guidance and measures across our global portfolio. Our core belief about nutrient density and the nourishing power of food groups informs our internal criteria for Nutrition-Forward Foods. See Nutrition for details.
	FB-PF-260a.1	In FY20, 43% of General Mills' global volume met our Nutrition-Forward criteria.
Product Labeling & Marketing	FB-PF-270a.2	We will continue to voluntarily disclose the presence of bioengineered ingredients (GMOs) on our U.S. packages under the National Bioengineered Food Disclosure Standard for all applicable FDA and USDA regulated products. Almost all of our applicable product labels already disclose this information and we will be in full compliance by 2022.
	FB-PF-270a.3	General Mills fully complies with all requirements of CFBAI and locally applicable programs. We are not aware of any instance of noncompliance by General Mills in the past several years, and CFBAI has confirmed this in its reports.
Packaging Lifecycle Management	FB-PF-410a.2	We continually work to reduce the environmental impact of packaging by increasing use of recycled and recyclable materials, innovating to make our materials better, and leading through external collaboration. See Packaging for details.
	FB-PF-410a.1	In FY20, 88% of our U.S. packaging and 72% of our Europe and Australia packaging was recyclable (by weight).
Environmental & Social Impacts of Ingredient Supply Chain	FB-PF-430a.1	In FY20, 100% of our 10 priority ingredients were sustainably sourced. This represents about 40% of our annual raw material purchases. See Sustainable sourcing for details.
	FB-PF-430a.2	In FY20, 45 of our owned locations and co-packers were audited, and one Tier 1 supplier was audited. See Supply chain responsibility for additional details.
Ingredient Sourcing	FB-PF-440a.1	Our footprint consists of approximately 60 key ingredient and manufacturing watersheds that are the most critical for operations. Of those, 10 are prioritized as high risk. See Water stewardship and CDP Water for details.
	FB-PF-440a.2	Our goal to sustainably source 10 priority ingredients by 2020 includes cocoa, vanilla, oats, U.S. sugar beets, U.S. wheat, U.S. corn (dry milled), U.S. dairy (raw fluid milk), fiber packaging, sugarcane and palm oil. See Sustainable sourcing for details.