

# Good Food | Stronger Communities | Better Planet

2015 Citizenship Report



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# Table of Contents

Overview & Approach	Good Food	Stronger Communities	Better Planet	About This Report
<b>Leadership Perspective</b>				
<a href="#">Letter from CEO</a> 4	<a href="#">Food Safety &amp; Quality</a>			<a href="#">Reporting Parameters</a> 100
<a href="#">Letter from Vice President of Corporate Affairs</a> 5	<a href="#">Management Approach</a> 14	<b>Business Ethics &amp; Human Rights</b>	<a href="#">Focusing on What Matters Most</a> 74	<a href="#">ConAgra Foods Locations</a> 101
<b>Our Approach to Citizenship</b>	<a href="#">Audit &amp; Certification Programs</a> 17	<b>Culture &amp; Workplace</b>	<a href="#">Environmental Management</a> 76	<a href="#">Key Impacts, Risks &amp; Opportunities</a> 102
<a href="#">Our Citizenship Philosophy</a> 6	<b>Nutrition</b>	<a href="#">Management Approach</a> 47	<b>Climate Change &amp; Energy Efficiency</b>	<a href="#">Data Summary</a> 104
<a href="#">Our Focus Areas</a> 6	<a href="#">Management Approach</a> 18	<a href="#">Employee Health &amp; Safety</a> 49	<a href="#">Management Approach</a> 77	<a href="#">GRI Content Index</a> 108
<a href="#">Corporate Citizenship Governance</a> 8	<a href="#">Portion &amp; Calorie Control</a> 20	<a href="#">Employee Wellness</a> 52	<a href="#">Scope 1 &amp; 2 GHG Emissions</a> 80	
<a href="#">Materiality</a> 9	<a href="#">Dietary Variety</a> 22	<a href="#">Diversity &amp; Inclusion</a> 54	<a href="#">Scope 3 GHG Emissions</a> 81	
<a href="#">Stakeholder Engagement</a> 11	<a href="#">Heart Health</a> 25	<a href="#">Learning &amp; Development</a> 57	<a href="#">Sustainable Transportation</a> 82	
<a href="#">Our Value Chain</a> 12	<b>Communication Through Labeling &amp; Outreach</b>	<b>Community Impacts &amp; Philanthropy</b>	<a href="#">Energy Use &amp; Efficiency</a> 84	
	<a href="#">Nutrition Labeling</a> 27	<a href="#">Impacting Child Hunger</a> 59	<b>Water Resources</b>	
	<a href="#">Genetic Modification</a> 28	<a href="#">Our Company</a> 60	<a href="#">Management Approach</a> 86	
	<a href="#">Allergen Labeling</a> 29	<a href="#">ConAgra Foods Foundation</a> 62	<a href="#">Water Use</a> 88	
	<a href="#">Interacting with the Nutrition Community</a> 30	<a href="#">Our People</a> 68	<a href="#">Water Risk</a> 89	
	<a href="#">Home Food Safety</a> 31	<a href="#">Our Partners</a> 71	<b>Eliminating Waste</b>	
	<a href="#">Advertising to Children</a> 32		<a href="#">Management Approach</a> 91	
	<b>Responsible Sourcing</b>		<a href="#">Zero Waste to Landfill Journey</a> 92	
	<a href="#">Management Approach</a> 33		<a href="#">Eliminating Food Waste</a> 94	
	<a href="#">Animal Welfare</a> 34		<a href="#">Packaging Sustainability</a> 96	
	<a href="#">Local Sourcing</a> 35			
	<a href="#">Sustainable Palm Oil</a> 37			
	<a href="#">Sustainable Agriculture</a> 38			

# Overview & Approach

Over the past several months, I've had the opportunity to learn a lot about ConAgra Foods, exploring every facet of the business, our capabilities, and our culture. While I'm committed to taking bold steps in transforming ConAgra Foods into a higher-margin, more contemporary and higher-performing company, I also believe that delivering on our Citizenship ambitions will play a critical role in helping us get there.

There are a few strengths that initially stood out to me in our Good Food, Stronger Communities, and Better Planet approach to Citizenship. Within the Good Food pillar, our unwavering commitment to advancing food safety is apparent not only within our own facilities, but across the food industry. The expectations we hold for our teams and supply chain partners are grounded in the sentiment that we make the food enjoyed by our own families, friends and loved ones. There simply can be no compromise when it comes to food safety.

Within the Stronger Communities pillar, our commitment to ending child hunger is one of the most genuine, ambitious and strategic community impact programs I've seen. Through partnerships with leading anti-hunger organizations like Feeding America, we have been able to provide more meals and solutions to those who are the most vulnerable, particularly children. Initiatives like our Hunger-Free Summer program highlight our successes through collaboration. When the ConAgra Foods Foundation set out to address the increased risk of child hunger during summer months, its goal was to reach 25 percent more children with meals over five years. In the first four years alone, that goal was far surpassed, with 166 percent more children receiving meals. Through a collaborative approach that includes customers, shoppers, and employees we've been able to multiply the impact on this critical social issue.

Finally, the business impact of our sustainability efforts within our Better Planet pillar is impressive. Our ongoing focus on eliminating food waste demonstrates the connectivity that's possible in delivering economic, social and environmental benefits to our business and the communities we serve. In addition, the many projects recognized internally through our Sustainable Development Awards program show how it is possible to deliver both business and environmental results. This year, over 80 innovative programs helped conserve more than 97 million gallons of water, reduce greenhouse gas emissions by 11,500 metric tons, and reduce packaging material use by 15 million pounds — all while delivering more than \$70 million in savings, the largest single year savings the company has seen to date through these types of efforts.

Our achievement in the area of Citizenship is a legacy that I am proud to lead and will continue to advance to exceed the expectations of our customers and consumers. While there is much to be proud of, I also know that we must continue to evolve our Citizenship strategy to be more integrated with our business and brands while driving action across the company. Next year, I look forward to reporting further progress and sharing greater insight on how we are meeting our goals. Until then, I invite you to review this report, and learn more about all the great work our employees are doing every day. Thank you for your continued support.

**Sean Connolly**  
Chief Executive Officer  
ConAgra Foods, Inc.



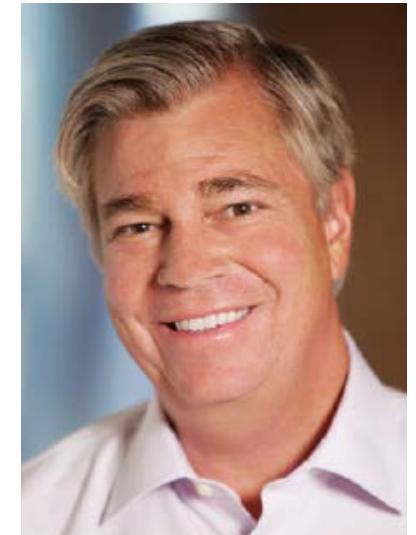
MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM

Thanks for your interest in ConAgra Foods' 2015 Citizenship Report. As we turn the page on yet another year, we're pleased to share with you our latest achievements and the opportunities that lie ahead.

It's been said many times before: the only constant is change. This year was no different, with transformative moves here at ConAgra Foods including welcoming our new CEO Sean Connolly and announcing our intention to exit the private label food business. Yet through this, we have continued to focus on the key components of our citizenship platform — Good Food, Stronger Communities and Better Planet. This platform is an important part of who we currently are and will continue to help guide our citizenship efforts as we transform ConAgra Foods into a more focused and contemporary food company.

Within this report, we talk candidly about the progress we are making as well as the challenges we face with regard to our citizenship initiatives. As such, I thought it only appropriate to say a few words about the materiality assessment we completed this spring. In the past we have worked primarily internally to identify those issues most material to our citizenship efforts. This year we expanded on those efforts and for the first time, engaged with multiple stakeholders to get a true, 360 view on the relative priority of environmental, social, and governance issues. We embarked upon this process wide-eyed and objective, eager to listen and understand all perspectives. We also aimed to be inclusive, requesting participation of organizations representing all parts of our value chain, from farm to fork.

The result of our efforts is an informative and insightful assessment that both re-affirms our selected areas of focus while identifying a few new opportunities ([see page 9](#)). Though we do our best to keep an open dialogue with our stakeholders, this level of proactive stakeholder engagement revealed context and perspective that sometimes can be missed in day-to-day exchanges. In the year ahead, we plan to review how the results of our materiality assessment will shape our Citizenship strategy going forward. We intend to keep the dialogue going, and appreciate both your interest in and input on our journey.



## Chris Kircher

Vice President, Corporate Affairs, ConAgra Foods  
President, ConAgra Foods Foundation  
[chris.kircher1@conagrafoods.com](mailto:chris.kircher1@conagrafoods.com)

# Our Citizenship Philosophy

Another reason to feel good about the food you love.

The people of ConAgra Foods make everyday food in extraordinary ways. That means making food that's delicious, safe, nutritious and convenient, while collaborating with others like farmers, suppliers, customers and people who love our food. We're looking forward to making good food for generations to come, and doing so in a way that creates stronger communities and a better planet.

## Our Citizenship Focus Areas

We've built our citizenship strategy around three pillars that articulate our values as a responsible corporate citizen — Good Food, Stronger Communities and Better Planet. Based on the insights gleaned from our materiality assessment, we're currently focused on four priority areas: Eating Well, People & Culture, Eliminating Waste and Food Access & Availability.



### Good Food

We want nothing more than to make safe, delicious, affordable and nutritious foods while providing the information you need to make choices for a healthy lifestyle.

### Stronger Communities

Creating shared value with our community of employees, investors, suppliers and business partners — as well as the places where we live and operate — is critical to our long-term success.

### Better Planet

The health of the planet and availability of natural resources is intricately linked to every part of our business, so we're focused on taking action on climate change, preserving water resources, eliminating waste, and responsibly sourcing materials to ensure long-term availability of resources.

# Our Citizenship Focus Areas Continued...

## Eating Well

Leading the industry in providing safe food to our customers and consumers around the world

- Maintain Global Food Safety Initiative (GFSI) certification for all ConAgra Foods' facilities
- Complete food safety audits on 100 percent of our strategic suppliers

Making a wide range of food choices available throughout our portfolio to help people eat well by:

- Promoting a healthy body weight through portion and calorie control
- Encouraging dietary variety with convenient sources of whole grains, vegetables/fruits, legumes and nuts/seeds
- Providing foods which easily fit into a heart healthy eating pattern

## People & Culture

Focusing on ethics and integrity

- Promote ethical business standards internally and with our many constituents, to sustain and build trust

Succeeding through people

- Enhance employee development through year-over-year improvements in quality learning hours delivered
- Provide growth opportunities, evidenced by maintaining at least a 70 percent internal fill rate in lateral moves and promotions
- Continuously improve workplace safety in the journey to eliminating injuries by reducing our OSHA injury rate by 10 percent each year

Growing a more diverse and inclusive team

- Demonstrate year-over-year improvement in engagement survey items that are key drivers of inclusion
- Achieve diversity retention at parity
- Strive for an annual diverse hiring rate in excess of current representation

Nourishing our communities

- Contribute 100,000 volunteer hours in local communities by 2020, with 10 percent being skill-based contributions

## Eliminating Waste

Addressing climate change through energy efficiency and innovation

- Reduce greenhouse gas emissions by 20 percent per pound of product by 2020

Reducing water use and addressing water risk

- Reduce water use by 20 percent per pound of product by 2020
- Continue to monitor and mitigate water risk in our operations and supply chain

Reducing waste and keeping it out of landfills

- Reduce waste generated in our facilities by 2020 by 1 billion pounds
- Continue our journey to zero-waste to landfill, while focusing on directing materials to the most beneficial use
- Lead the industry in packaging for sustainable systems, with continuous improvement of design and understanding the role packaging plays in preventing food waste

## Food Access & Availability

Ending child hunger

- Donate 100 million meals to children in need by 2020
- Engage customers in our efforts to end child hunger

Working with our supply chain partners toward assuring long-term access to ingredients and materials needed to make our products.

- Encourage implementation of sustainable agriculture practices with our contracted farmers through implementation of a field-level, metrics-based program
- Participate in certified sustainable sourcing programs, where material to our business

# Corporate Citizenship Governance

Our Citizenship strategy is overseen by our most senior executives, governed by our senior leadership team, developed and managed by a cross-functional management team, and embraced and implemented by our more than 31,000 passionate employees.

At the highest level, our Board of Directors' Nominating, Governance and Public Affairs Committee regularly meets with management to review internal and external factors and relationships affecting the company's reputation, including social and environmental issues. This committee is composed of independent Board members, none of whom is or has ever been employed by ConAgra Foods. Additional information regarding our Board and governance principles is available online in our [2015 Proxy Statement](#).

Our Citizenship strategy is developed by our Citizenship Steering Committee, which is led by a member of our senior leadership team and our vice president of Corporate Affairs, and is composed of key leaders and subject matter experts in key functional areas. These individuals lead teams that support initiatives within our Good Food, Stronger Communities and Better Planet pillars, responsible for implementing programs to drive progress against our citizenship focus areas and sustainability goals. Our employees' engagement provides the passion, enthusiasm and innovation to embed corporate responsibility into the fabric of our company. By volunteering in our communities, participating on our plants' Green Teams and collaborating on cross-functional sustainability projects, our employees bring our citizenship ambition to life.



# Materiality: What Matters, Where it Matters

During FY15, we completed a robust materiality assessment process to identify, assess, and prioritize the environmental, social and governance issues relevant to the food industry, our business, and stakeholders. Our Citizenship strategy is deeply rooted in this holistic and objective view into what issues matter most. At the same time, an open and ongoing dialogue with our stakeholders keeps the materiality process as dynamic as the marketplace itself.

## Our approach included:

- **Identification of issues**, relying on credible and respected external sources to compile a robust list of issues specific to the food industry. We categorized nearly a hundred environmental, social and governance issues into 17 themes, defining the scope of our assessment and guiding our conversations with stakeholders.
- **Internal assessment of business impact**, considering such things as our customer and consumer needs, scope and breadth of an issue, probability of risk and magnitude of impact, brand reputation, regulatory concerns, and impacts to the communities where we live and work.
- **Stakeholder engagement**, consisting of desktop research, surveys, and interviews. We ensured representation from every part of our value chain – from farm to fork – evaluating hundreds of data points to accurately reflect stakeholder interests and priorities.
- **Value chain mapping**, to not only understand what matters most, but also where it matters most. This view creates a shared understanding of where various issues are most relevant across our value chain, helping to focus our efforts on where we can make the most impact.

[View Materiality Matrix](#)

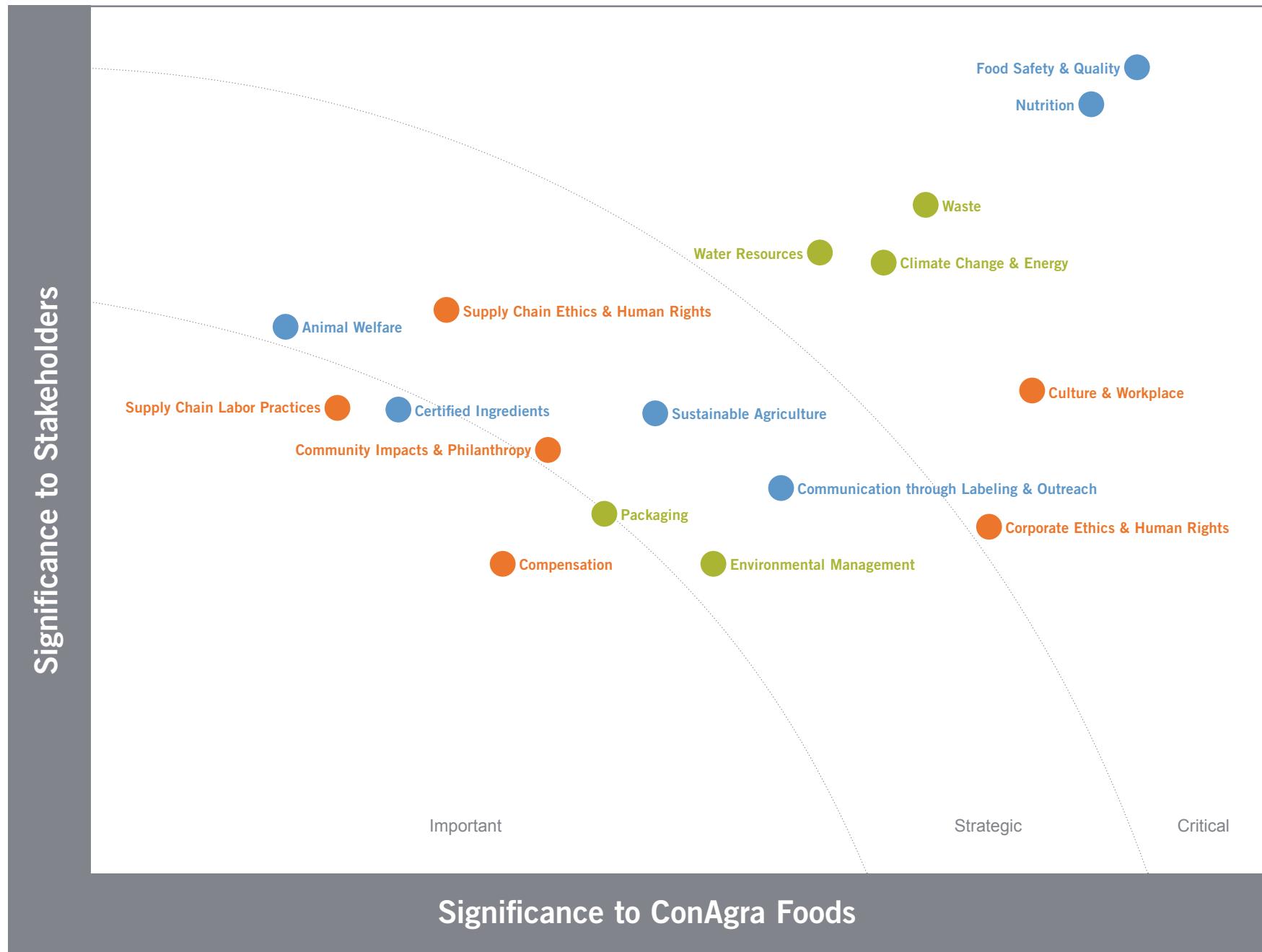
# A Look Across Our Value Chain

Understanding the impact of our business throughout the life cycle of the food we make is critical to developing a comprehensive approach to citizenship. This view offers insight into where issues matter most, while also helping to prioritize where we need to influence performance outside of our direct control. For example, by collaborating with farmers, suppliers, contract manufacturers and outside transportation networks, we are developing innovative ways to improve supply chain efficiency, while providing greater value to our customers and more sustainable products to our consumers.

[View Value Chain Map](#)

## Relative Priority of Corporate Citizenship Topics

● Good Food   ● Stronger Communities   ● Better Planet



# Stakeholder Engagement

We are accountable to a variety of stakeholders, each with a specific set of interests and expectations of our business. Maintaining an open dialogue is critical to creating mutual understanding and providing a basis for strategic decision-making. The following provides a high-level overview of our key stakeholders, with specific references to how we engage with them on social and environmental issues. All of these stakeholder groups were represented in our recent materiality assessment process.

<b>Key Impacts</b>	<b>Stakeholder Expectations</b>	<b>Our Responsibility</b>	<b>Engagement</b>
Advocacy Groups	Establish an open dialogue with ConAgra Foods to communicate special interests regarding social and environmental issues.	Practice open, transparent communication to clearly indicate our position and progress on important social and environmental issues material to our business.	We are responsive to advocacy groups and strive to establish meaningful, collaborative relationships.
Consumers	Deliver safe, healthy and affordable food that meets their taste and lifestyle preferences at a reasonable price.	Stay aligned with consumer expectations and preferences, such as nutrition and convenience, and deliver safe, affordable and healthful food.	We interact with our consumers at each point of sale through package communications; we also communicate via social and traditional media channels, as well as through our Consumer Affairs team.
Customers	Help grow their business by supplying quality products that are desired by their shoppers.	Continuously improve the quality, taste and innovative features of our products at a reasonable price.	We are in daily contact with many of our customers to ensure exceptional customer service levels and share information on our business practices.
Employees	Work in a safe and respectful environment and be fairly compensated. Trust the company to operate ethically and responsibly.	Ensure ethical and responsible management procedures are in place and enforced to protect employees, support diversity and reward performance. Encourage our employees to be active in the communities where they live and work. Run our business in an environmentally responsible way.	We interact with employees daily, striving to achieve a high level of engagement related to many business, social and environmental issues. We also provide safe, anonymous vehicles for employees to voice concerns.
Government	Operate in accordance with all local, state and federal laws and regulations.	Provide adequate resources to ensure our facilities operate in accordance with all applicable laws and regulations.	Engagement varies based on government agency; we are highly responsive to government requests and participate in many voluntary government programs.
Investors	Ensure sustainable and profitable long-term growth achieved through ethical and responsible business practices.	Clearly, openly and regularly communicate our business strategy and financial results.	We share information related to citizenship efforts via press releases, our website and other media channels. We formally interact with our investors at least quarterly.
Suppliers	Develop a collaborative partnership with ConAgra Foods as part of the value chain for delivering quality food products.	Nurture relationships with business partners and ensure alignment with ConAgra Foods' commitment to food safety and social and environmental responsibility.	We are in daily contact with many of our largest suppliers. We have integrated social and environmental considerations into the supplier selection process.

# A Look Across Our Value Chain



## Raw Material Sourcing

The point of origin for the food ingredients, packaging, and other resources



## Intermediate Supply Chain

Preparing crops for use as ingredients and transforming materials into packaging



## ConAgra Foods: Making the Food You Love

Making and packaging food for retail, restaurant and food service



## Warehouse & Distribution

Storing and moving our products to our customers



## Retail, Restaurant & Food Service

All the places where you buy our food, at home and away



## Consumption

Enjoying our food!

### Good Food

#### Food Safety & Quality

##### Nutrition

##### Communication through Labeling & Outreach

##### Nutrition

##### Communication through Labeling & Outreach

##### Animal Welfare

##### Animal Welfare

##### Certified Ingredients

##### Sustainable Agriculture

##### Certified Ingredients

##### Sustainable Agriculture

### Stronger Communities

#### Culture & Workplace

#### Labor Practices, Ethics & Human Rights (Corporate & Supply Chain)

##### Compensation

##### Community Impacts & Philanthropy

##### Community Impacts & Philanthropy

### Better Planet

#### Climate Change & Energy

##### Environmental Management

##### Packaging

##### Water Resources

##### Waste

##### Waste

# Good Food

## CONTEXT

# Food Safety & Quality

Food safety and quality is the single most important issue for our industry. When people are enjoying food — at home or away — they do not question whether it is safe to eat. Yet, every year, about 48 million Americans — 1 in 6 — get sick from eating contaminated food. Of that number, 130,000 are hospitalized with foodborne illnesses, and 3,000 die. A 2010 study by The Pew Charitable Trusts pegged the total annual cost of foodborne illness at \$152 billion. Food safety and quality is an issue that must be addressed every step of the value chain — from farm to fork — and is of utmost importance to all of our stakeholders.

## Our Management Approach

ConAgra Foods has a number of rigorous food safety and quality policies and procedures that ensure the efficiency and effectiveness of our food preparation and delivery to customers. Our programs cover everything from how our employees inspect ingredients as they arrive at our facilities to what temperature our food should be stored at as it leaves our facilities for delivery to our customers. Food safety is part of our culture and extends through all levels of our company because we understand that it's everyone's responsibility. Our Food Safety & Quality teams manage the integrity of our food from farm to fork, beginning with sourcing ingredients, through preparation and delivery to our customers and consumers. These teams are comprised of experts who provide functional leadership in key areas such as:

- Food safety and quality in manufacturing and distribution
- Supplier food safety and quality
- Consumer affairs
- Sanitation
- Allergens
- Microbiology
- Thermal processing
- Religious certification (Kosher, Halal)
- Toxicology
- Chemistry
- Engineering

In addition to employing subject-matter experts who can share their expertise on an ongoing basis, we provide training opportunities to all employees that impact food safety and quality, often bringing in outside speakers — including some of our own Food Safety Council experts — to share information about the newest and emerging food safety practices.

## Enhancing Safety & Quality Through Strategic Sourcing

ConAgra Foods believes that collaborative relationships with our strategic suppliers make our business stronger. Together we are working diligently to enhance the consumer experience, increase collaboration on food safety initiatives and increase visibility on emerging industry issues.

These partnerships not only help take our own food safety programs to the next level, but also enhance food safety throughout our supply chain, while positively impacting the industry as a whole. Our comprehensive supplier quality program is an integral part of our procurement strategy. We only buy and use ingredients that comply with the appropriate regulatory requirements for food



safety. In addition to our internal audit team, we use registered certification agencies to audit our suppliers' facilities on an annual basis using Global Food Safety Initiative (GFSI) standards. For any issue identified during an audit, we follow up by approving and confirming implementation of corrective actions. Our internal audit team conducted 273 total facility audits, of which 139 were at supplier locations.

# Nothing is more important than the safety and purity of our food.

## Ensuring Safety & Quality from Farm to Fork

As both a consumer foods company and a commercial foodservice supplier, ConAgra Foods is uniquely positioned within the food industry to affect food safety and quality. We are committed to ensuring the safety and quality of our branded and private branded food by implementing best-in-class processes in our facilities and by working with suppliers to ensure we have a trusted supply of ingredients. One reason for our success in working with and educating suppliers is that we, too, are a major supplier to the food industry. We supply more than 5,000 foodservice, retail and food processors with menu offerings and ingredients. Though our business models are different, our commitment to ensuring food safety and quality is consistent and unwavering.



**Research, Development & Product Innovation**



**Procurement & Ingredient Sourcing**



**Manufacturing & Production**



**Transportation, Warehousing & Distribution**

Designing food safety and quality elements into new foods and packaging includes validating preparation and cooking instructions through a dedicated team of experts in microwave technology. Our packaging is designed, tested and continually re-evaluated to ensure that it is performing as intended to maintain the wholesomeness, quality and safety of the delivered food.

In addition to our internal supplier quality and auditing teams, we use registered certification bodies to audit our suppliers' facilities on an annual basis against Global Food Safety Initiative (GFSI) standards.

We continually invest in our facilities with new equipment and technology to deliver against the industry's highest food safety and quality standards, and proactively identify opportunities for continuous improvement through our internal Food Safety and Quality audit program and creating a "zero-defects" culture. We drive root-cause solutions and develop employee skills to minimize food safety and quality risks.

We ensure the safety and quality of our food by monitoring temperature and packaging integrity throughout the storage, transportation and distribution stages.

## Food Safety Council

Established in 2007, our Food Safety Council continues to give guidance to ConAgra Foods' food quality and safety program. The Council is comprised of external thought leaders known for their expertise in a variety of food safety disciplines, including food science, microbiology, toxicology, epidemiology, food allergens, microbial physiology, public health and public policy. The Council provides us with immediate access to strategic advice on:

- Strengthening our food safety programs
- Gaining insights into emerging food safety issues
- Investing in food safety technology innovations
- Gathering insights into changing consumer behavior that influences how food products are safely handled and prepared

Our Food Safety Council continues to evolve and help drive our food quality and safety program toward world-class status. Membership on the Council is routinely reviewed and updated to ensure the expertise is consistent with current food safety issues. Furthermore, the members of the Council continue to expand their influence in our operations through communication across several levels of the organization and increasing involvement in specific projects.



## The Most Critical Ingredient in Food Safety

The success of any food safety program depends on people, and our employees are trained extensively on safe food-handling practices and Good Manufacturing Practices (GMPs) to prevent food-borne illness. These practices include hand washing, appropriate footwear and clothing and proper hairnet use. In addition, our sanitation employees are highly trained to thoroughly clean our kitchens and preparation lines. We dedicate a significant amount of time, resources and expertise to ensure our food is prepared in a clean environment.



**WATCH IT:**  
ConAgra Foods' Commitment  
to Food Safety Video

## Food Safety Audit & Certification Programs

At ConAgra Foods, we strive to be the best, and doing so requires both internal and external validation of our work. Our robust internal food safety audit program is a reflection of our continuous improvement culture, driving us to always raise the bar. Responsible for being our toughest critic, our internal food safety and quality audit team proactively identifies food safety and quality enhancement opportunities at our facilities. Our internal food safety auditors help us continually improve by visiting our facilities, suppliers and co-manufacturers to observe employee behaviors and ask questions about their processes.

In addition, we have achieved certifications from independent and external food safety auditors according to globally recognized food

safety and quality standards, as outlined by the Global Food Safety Initiative (GFSI). As one of the first U.S. companies to adopt the program, ConAgra Foods has aggressively pursued GFSI certification, a program led by food retailers and manufacturers. Our food safety culture is embraced throughout the entire organization.

Several food safety standards have been developed and approved through the initiative, and ConAgra Foods has achieved certification through two of those standards: SQF or BRC, depending on the business segment. When plants earn SQF or BRC certification, it means they have enhanced their food safety and quality systems. These enhancements drive food safety and quality and reinforce their correlation to better business results.

**“We built our food safety culture by teaching and training our employees. They know their work has an impact on the safety and quality of our food. Everyone’s engaged.”**

Joan Menke-Schaenzer, chief global quality officer, Omaha, Neb.



**100 percent**

of ConAgra Foods full-time production facilities continue to be GFSI-certified



## CONTEXT

# Nutrition

Nutrition is one of the most fundamental attributes of food, which in combination with other attributes — such as taste, convenience, cost and availability — ultimately defines the overall value to our consumers. Nutrition is intimately linked to health promotion and disease prevention, and as such, is a critical issue for a nearly all of our stakeholders, most notably our consumers, customers, public policy makers, industry associations, investors and non-governmental organizations (NGO).

## Our Management Approach

Our Research & Innovation organization is responsible for product development, including delivering against portfolio-wide nutrition improvement objectives. This organization is led by our senior vice president of Research & Innovation, whose performance objectives include specific goals regarding nutrition. Our vice president of nutrition, who also sits on the [Citizenship Steering Committee](#), leads the development and implementation of strategic themes regarding nutrition. Progress and results are shared regularly with our senior leaders, Citizenship Steering Committee, and periodically reviewed by members of the Board of Directors. We also share progress with an external Scientific Advisory Board, which was formed in 2006. Composed of leaders from research and academic institutions, these experts share their perspectives and knowledge to guide our strategy, actions and positions on nutrition-related issues.

Our overall approach to health and nutrition is grounded in our three focus areas of portion and calorie control, dietary variety and heart health. We annually audit our product portfolio to benchmark the proportion of foods that meet one or more of these criteria and share results internally and publicly. In addition, our [nutrition education program](#) creates a strong link to health and nutrition within our innovation process, enabling more informed business decisions. At the same time, we also invest in research to further our understanding of health and nutrition and share information externally. Health professionals have access to our educational materials and programs to support their continued development and ability to translate science-based information into practical guidelines and recommendations for consumers. We evaluate effectiveness annually, surveying outside health influencers to measure the strength of our commitment to, and in-market actions toward, providing healthier food choices.



## Health & Nutrition Focus Areas

Food not only plays an important role in keeping us healthy, but also brings enjoyment and comfort to our lives. Our approach to nutrition and health is practical, realistic and focused on three broad areas: portion and calorie control, dietary variety and heart health.

More than 65 percent of the types of foods we make in our branded and private branded portfolios fit within at least one of these health and nutrition focus areas.

In FY15, a survey of external health professionals ranked ConAgra Foods #1 among large food companies for doing the best job at providing healthier food choices.

**“There are numerous changes people could make to eat a more ideal diet. However, the one simple thing the majority of us can do to become healthier and feel better is cut back a little bit on the amount of calories we eat. ConAgra Foods has a wide range of foods across many aisles of the grocery store to help consumers do this.”**

Mark Andon, Ph.D.,  
vice president, Nutrition, Omaha, Neb.



# Portion & Calorie Control

## Eating the Right Amount

You can still enjoy the food you love, but eat a little less to achieve and maintain a healthier body weight. Health authorities agree that the overarching dietary challenge Americans face is managing the calorie-balance equation. That is the balance between calories consumed and calories expended. Understanding food portions and calories is a proven way to help manage body weight. That's why ConAgra Foods offers a wide range of foods with right-sized portions and reasonable calories per serving. Eighty-five percent of our single-serve meals and entrées across brands including Healthy Choice®, Banquet®, Marie Callender's®, Bertolli®, Kid Cuisine® and Chef Boyardee® have 450 or fewer calories per meal, making portion and calorie control easy during meal time. We also offer more than 140 different sizes and varieties of snacks and desserts in portion-controlled single servings with 150 or fewer calories across our Snack Pack®, Swiss Miss®, Slim Jim®, Andy Capp's®, Healthy Choice® and private-branded snack bars and puddings, providing consumers with convenient, portion-controlled snacks between meals.

- More than 270 single-serve meals and entrées with 450 or fewer calories per meal.
- More than 140 varieties and sizes of single-serve snacks with 150 or fewer calories.
- More than 260 additional foods which are calorie-reduced or have relatively few calories per ounce of food.
- 30 new foods introduced in FY15



### Healthy Choice®

Four varieties of single-serve meals with an average of 290 calories per meal including: Meatball Marinara with 100% natural meat balls and Lemon Herb Chicken with 100% natural chicken.

## New Foods Introduced in FY15



### Marie Callender's®

Eight new foods — seven single-serve meals with an average of 400 calories per meal including Mongolian Style Beef, Chicken Teriyaki and Cheesy Potato & Ham plus one multi-serve entrée, Breaded Chicken Parmesan with 240 calories per serving.



### Chef Boyardee®

Five new foods — three varieties of single-serve pastas with 230 calories or less: Chicken Buffalo Cheddar, Chicken Bacon Cheddar and Chicken Jalapeño Alfredo and two multi-serving pastas with 170 calories each: Creamy Tomato Chicken Penne and Chicken Marinara.



### P.F. Chang's®

Three multi-serve entrées with 410 calories or less per serving including Sesame Chicken, Kung Pao Chicken and Chicken & Vegetable Fried Rice.



### Banquet®

Three new foods — two single-serve meals, Salisbury Deep Dish Pot Pie and Meatloaf with 400 calories or less per meal and one multi-serve entrée, BBQ Chicken with 140 calories per serving.



### Egg Beaters®

Two new foods in convenient single serve packaging — Original Egg Beaters and 100% Egg Whites. Egg Beaters have half the calories of shell eggs.



### Slim Jim®

Two single-serve meat snacks with 80 calories each: Original and Mild Beef.



### Swiss Miss®

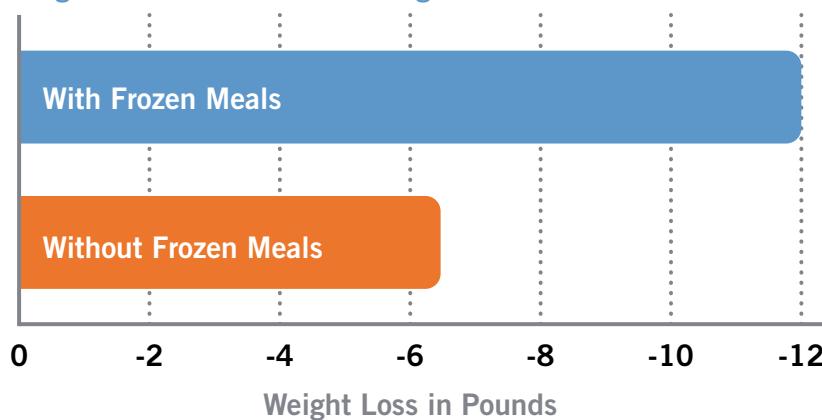
Three single-serve hot cocoas with no more than 110 calories each: Simply Dark Chocolate, Simply Milk Chocolate, and Caramel Delight.

## Single-serve Meals Help with Weight Management

For those of us who are watching our weight, eating right-sized portions is a key factor for success. Nutrition research shows that people who eat frozen single-serve meals as part of their overall weight management plan lose more weight and keep it off longer than those who solely rely on cooking, weighing and measuring out meals they make in their own kitchens.<sup>1-5</sup> The reason is simple — frozen single-serve meals make it easier to practice portion

control. With more than 170 different single-serve frozen meals from Healthy Choice®, Marie Callender's®, Banquet®, Bertolli®, Rosarita® and Kid Cuisine® at 450 or fewer calories, ConAgra Foods gives you plenty of options and variety to choose from when you want to eat right-sized portions.

### Weight loss with and without single-serve frozen meals



Summary of four studies with a total of 879 participants.<sup>1-5</sup>

### Eating a Little Less Really Adds Up

Research shows that, for people who are overweight or obese, a very modest reduction in calories — just five percent or about 100 calories per day — would lead to a national savings of \$58 billion per year in medical expenditures due to a reduced prevalence of heart disease, diabetes, cancer and other health conditions. This cost savings is 10 times greater than the savings predicted from reducing sodium or saturated fat intake by 30 percent.

Source: American Journal of Health Promotion, 2009



<sup>1</sup>American Journal of Clinical Nutrition 1997.

<sup>2</sup>Archives of Internal Medicine 2000.

<sup>3</sup>Obesity Research 2004.

<sup>4</sup>Diabetes, Obesity and Metabolism 2006.

<sup>5</sup>Academy of Nutrition and Dietetics Evidence Analysis Library, (Single serving portion sized meals and weight management) Accessed 15 June 2015.

# Dietary Variety

## Eating the Right Balance of Foods

Eating a variety of foods from each of the food groups is one of the fundamental principles of eating well. Nutrition research shows that many people come up a little short when it comes to certain foods. For example, compared to recommended intakes, adults eat only about one-fifth of the amount of whole grains, one-half of the amount of beans and two-thirds of the amount of vegetables they should. ConAgra Foods makes more than 470 different varieties and sizes of foods across our branded and private-brand portfolios to help consumers enjoy a more varied diet.

- More than 470 varieties and sizes of foods, including whole-grain popcorn, tomatoes, other vegetables, nuts, seeds, beans, whole grain cereals, breads, crackers and pastas.
- 27 new foods introduced in FY15

## Do consumers get enough variety in their diets?

National survey data show adults are consuming far less than the recommended amounts of whole grains, beans, vegetables and nuts & seeds.

## New Foods Introduced in FY15



### Orville Redenbacher's® and ACT II®

Eight varieties of whole grain popcorn including: Hot and Sweet, Salted Caramel, and Classic Butter & Sea Salt.



### DAVID® Seeds

Six new varieties of sunflower seeds including Sweet & Salty and Sweet & Spicy.



### Alexia®

Six new foods — two varieties of sweet potato fries — Organic, Skin-On with Sea Salt and Skin-On BBQ Flavor, plus four new vegetable side dishes including Parmesan Peas and a Southern Sweet Potato Vegetable Blend.



### RO\*TEL®

One new variety of no salt added Diced Tomatoes with Green Chili.



### Hunt's®

Five new foods — all with no salt added including Diced Tomatoes and Tomato Sauce.



### PF Chang's®

One new variety of whole grain brown rice.

Intake as a Percent of Goal

Whole Grains - 20%

Beans - 50%

Vegetables - 64%

Nuts & Seeds - 83%

Source: Advisory Committee Report on the Dietary Guidelines for Americans, 2010.

## Home-grown Whole Grain

Ardent Mills, our milling joint venture, continues to provide whole-grain flours for ConAgra Foods' consumer brands and foodservice foods, such as Healthy Choice® frozen meals, Whole Grain Chef Boyardee® and The MAX® pizza crust. In addition, Ardent Mills offers these flours to our business-to-business customers, expanding the use of whole-grain flours throughout the marketplace. We also offer pastas made with 51 percent whole grains to our foodservice customers so their consumers have additional options to increase whole grain intake.

- Ultragrain® is specially selected white wheat milled to an ultrafine texture so it retains whole-grain nutrition but with the taste, texture and appearance of refined flour.
- Sustagrain®, milled from a unique, all-natural barley variety, is the highest-fiber whole grain available, containing three times the soluble and total dietary fiber of oats.
- Ancient Grains are all-natural whole-grain flours and multigrain blends made with amaranth, quinoa, sorghum, millet and teff, each of which is gluten-free.



## Tomato Products – More than Just Delicious

Tomatoes are tremendously popular among Americans, comprising 19 percent of all vegetable consumption. What's more, about two-thirds of tomatoes consumed are in the form of tomato products, like those made by Hunt's®. Helping Americans eat more vegetables by highlighting tomatoes was the purpose of creating the red and orange vegetable subgroup within USDA's MyPlate food guidance system in 2010. Tomatoes are the main vegetable in this subgroup.

To learn more about how tomatoes might relate to total vegetable consumption, we compared heavy tomato consumers to typical consumers in the national dietary survey *What We Eat in America*. Our findings:

- Heavy tomato consumers ate significantly more total veggies than other consumers, and in fact their intake approximated the MyPlate total vegetable target amount.

- About one-third of tomato products were eaten as main ingredients in a recipe. Of those recipes, the one contributing the most tomatoes was pasta with sauce.

Vegetables continue to be highlighted in research and public health reports as a harbinger of healthy eating. Tomato products, like Hunt's, not only hold universal appeal as a favorite ingredient, they hold promise as a way to help Americas achieve healthier diets.



**“An easy and delicious way to eat more veggies has been hiding right there on that plate of pasta with sauce! Often, tomato sauce and other tomato products are not viewed as nutrient-rich vegetable sources. But in fact, adding more tomato-based recipes to the weekly menu may be a very practical and thus, achievable dietary practice to help Americans eat more vegetables.”**

Kristin Reimers, Ph.D., R.D., director of nutrition, Omaha, Neb.

Source: Epidemiology and Prevention/Lifestyle and Cardiometabolic Health 2015 Scientific Sessions: P315

# Heart Health

## Eating Right for Your Heart

Because heart disease is the leading cause of mortality and morbidity in the U.S., maintaining a healthy heart is a top priority for consumers. At ConAgra Foods, we make more than 225 varieties and sizes of foods that meet the highest federal government standards for promoting heart health. Foods ranging from Healthy Choice® meals and soups, Hunt's® tomatoes, Orville Redenbacher's® popcorn, Van Camp's®, Rosarita® and Ranch Style® beans, Egg Beaters®, RO\*TEL® tomatoes and Alexia® potato and vegetable side dishes to private-branded beans, oatmeal, nuts and whole grain crackers — can be part of an overall heart-healthy diet because they offer controlled amounts of saturated and trans-fats, cholesterol and sodium.<sup>1</sup>

- More than 225 heart-healthy foods, including meals, entrées, whole-grain popcorn, tomatoes, other vegetables, beans, soups, nuts, whole grain cereals and egg whites.
- 14 new foods introduced in FY15

## New Foods Introduced in FY15



### Healthy Choice®

Four new single-serve meals including Chicken Pasta Primavera and Chicken & Rice Bowl Café Steamers — both with 100% natural Chicken.



### Egg Beaters®

Two new foods in convenient single serve packaging — Original Egg Beaters and 100% Egg Whites.



### Alexia®

Four new vegetable side dishes including Italian Herb Corn with Sundried Tomatoes and French Herb Green Beans.

### Hunt's®

Four new foods — all with no salt added including Petite Diced Tomatoes and Crushed Tomatoes.

## Lamb Weston – Super Spuds

ConAgra Foods' Lamb Weston frozen potato products business continues to drive innovation in both traditional Irish potatoes and sweet potatoes. Sweet potatoes are a key strategic priority for ConAgra Foods and our Sweet Things® products – all with zero grams of trans fat – appeal to an ever-expanding group of consumers looking for new flavors and better-for-you options. As the leading provider of frozen sweet potato products to restaurants and retailers around the world, Lamb Weston is committed to maintaining this leadership position through ongoing innovation and investment in our sweet potato facility in Delhi, La.

Lamb Weston has continued to expand into retail side dishes through the Alexia® brand with foods such as Alexia Certified Organic Veggies™, flash-frozen within six hours of harvest at our own vegetable farm in the Pacific Northwest. Alexia also continues its focus on sweet potatoes including Alexia Sweet Potato Julienne Fries, which are an excellent source of Beta Carotene, a good source of fiber, and carry the iconic American Heart Association Heart-Check symbol. In FY15, we introduced Alexia USDA Certified Organic skin-on sweet potato fries with sea salt.



# Communication Through Labeling and Outreach

Learning more about the food you eat happens in many ways. Whether glancing at a nutrition panel, reading ingredient statements, or seeking more information about your favorite products on the web, having access to the information you want to make informed decisions about what you eat is important. Knowing that, we're working hard to make information about our products more readily available and easier to understand.

## Nutrition Labeling

We follow both U.S. Food & Drug Administration (FDA) and U.S. Department of Agriculture (USDA) regulations requiring standardized declaration of nutrients. Consumers interested in knowing the content of calories, fat, saturated fat, trans-fat, sodium, sugars, fiber, protein, carbohydrates, and several vitamins and minerals per serving can easily access this information in the nutrition facts box which is typically found on the back or side of food packages. A compliance program ensures ongoing accuracy of our nutrition information which is also posted and updated annually on our company websites.

In addition to the nutrition facts box, we have joined an industry-wide effort with the Grocery Manufacturers of America and Food Marketing Institute to develop a common approach to nutrition labeling called Facts Up Front,



a fact based system which displays standardized icons for calories, sodium, saturated fat, and sugars per serving of food on the front of food packages. We began implementing this iconography in FY12 and we continue to add it to the front of packages. To learn more about Facts Up Front visit [www.factsupfront.org](http://www.factsupfront.org).



**“ Health professionals are important for guiding consumers on how to make practical food choices. Engaging these professionals with accredited webinars, national sponsorships and face-to-face conversations helps them better understand how ConAgra Foods continues to proactively evolve to meet public nutrition needs.”**

Barbara J. Ivens, M.S., R.D., FADA, executive director, Nutrition and Health Professional Engagement, ConAgra Foods

# Genetic Modification

ConAgra Foods agrees with the FDA and numerous trusted scientific bodies and regulatory agencies (World Health Organization, Food and Agriculture Organization of the United Nations, Organization for Economic Co-operation and Development) that foods and beverages that contain genetic modification (GM) of ingredients are safe and nutritious to eat. Given the potential for GM to improve the quality, sustainable availability and nutritional value of food, we support its responsible use when based on sound science and regulatory and safety reviews.

## What is GM?

GM is different from traditional plant breeding. GM means adding specific desirable traits from one plant or microorganism to a food plant. It is not about inserting chemicals into foods. Examples of GM efforts include those designed to allow crops to use less water or be grown on less land, or to be more resistant to weeds and pests.

## Is it new?

GM has been around for the past 20 years. Today, food that has been genetically modified is found in markets, throughout the grocery store and on restaurant menus. The Grocery Manufacturers Association has reported that at least 70 percent to 80 percent of the foods we eat in the United States contain genetically modified ingredients.

## What is ConAgra Foods doing?

We understand that GM is an area of evolving public perception and opinion, and as a corporate citizen, we evaluate the impacts of our decisions on a wide range of constituents. As a result, ConAgra Foods is working cross-functionally, both internally and externally, to ensure company decisions are consistent with regulations and credible science and informed by emerging thought. Our employees — from scientists to supply chain experts to consumer insight professionals — are engaging with key trade associations, farmers, R&D organizations, non-profits, consumers, customers and socially conscious investor groups to inform our thinking. We also discuss this issue with our Scientific Advisory Board and Food Safety Council, external groups of thought leaders in the fields of medicine, nutrition, food science and behavior science. We stay abreast of potential legislation and will always consider support of laws that are in the consumer and societal interest. We believe consumers should be knowledgeable about what's in their food, and our Consumer Affairs team is happy to provide information on biotechnology use in our food.

ConAgra Foods is continuing to work in collaboration with our industry peers on a longer-term approach to provide further transparency for consumers regarding the use of GM ingredients in food. ConAgra Foods would be supportive of federal guidelines for a uniform approach in this area. ConAgra Foods does not support mandatory labeling on a state by state basis, as this presents significant complication and costs — costs the consumer may share. ConAgra Foods is committed to meeting our consumers' expectations and contributing to a safe, nutritious, sustainable and affordable food supply for now and the foreseeable future.

## FAQs

[Is it safe to eat your food if it includes ingredients produced using biotechnology \(also referred to as "biotech, genetically modified organisms or GMO"\)?](#)

Yes, both the U.S. Environmental Protection Agency and the FDA have concluded that biotech food that is approved for human consumption is as safe and nutritious as food that is developed through more conventional methods. Throughout the past two decades, biotechnology has been used to improve yield, nutrition, resistance to drought and insects, and other desirable qualities of several common food crops, including corn and soy. At ConAgra Foods, we only purchase and use ingredients that comply with USDA and FDA regulations for food safety and nutrition.

[Will you continue to use GM ingredients in your food?](#)

The use of biotechnology is one of the most effective and sustainable ways to keep our food affordable, accessible and safe and helps us continue to provide a high quality of food to our consumers. We understand the field of food biotechnology is constantly shifting as advancements are made in the world of science. We will continue to reevaluate our internal policies, relying heavily on evolving science, consumer and customer expectations, and regulatory decisions. Ultimately, consumers will decide what is acceptable in the marketplace based on the best science and public information available. We will continue to listen carefully to our customers and consumers about biotechnology.

# Allergen Labeling

## Allergen and Sensitive Ingredient Management

A key component of our food safety program is carefully managing major food allergens throughout our supply chain and in our own facilities. Our allergen program promotes best practices designed to prevent cross-contact and to ensure that the presence of food allergens in a food is communicated clearly to consumers. In fact, our allergen management program pre-dates the passage of the Food Allergen Labeling and Consumer Protection Act (FALCPA) in 2004.

Our branded foods that contain allergens include a "Contains" statement located below the ingredient statement. This statement will use plain language to disclose any of the top eight food allergens contained in the food. We recommend consumers with food allergies always check the ingredient statement each time they purchase one of our foods because product formulations may change.



Although we prefer to give consumers clear guidance, some of our food packages may feature a precautionary "May Contain" statement. We always use Good Manufacturing Practices (GMPs) and thoroughly clean our equipment after using allergen-containing ingredients. In some cases, however, our best efforts may not be sufficient due to the nature of the equipment or process. If one of our foods features a "May Contain" statement, we recommend that people allergic to the foods listed not consume the product.

On August 5, 2014, the FDA's final rule for gluten-free foods took effect. All foods bearing a "Gluten Free" claim must assure they contain less than 20 ppm (parts per million) gluten. ConAgra Foods has some foods that bear this claim. They only do so, however, after meeting the requirements of a comprehensive program that reviews the ingredients, verifies the suitability of the facility, and incorporates appropriate testing to assure that all of our foods bearing gluten-free claims are in full compliance with the rule.

**Our food safety program takes extra precaution when handling major food allergens<sup>1</sup>:**



<sup>1</sup>As identified by the FALCPA

## Interacting with the Nutrition Community

Nutrition research helps us understand how our foods fit within a healthy lifestyle. We share this information with researchers and other professionals in the nutrition community through publications and presentations at scientific meetings. In FY15, we shared the following research results:

- Replacing a typical lunch with a single serving frozen meal helps dieters reduce more calories than when they replace lunch with a meal replacement bar.
- Low fat popcorn is more effective than granola bars or fruit & nut bars to help people feel full and satisfied after eating a 100-calorie portion.
- About 2/3 of tomatoes eaten in America are consumed as tomato products. People who eat more tomato products compared to typical consumers are more likely to reach the USDA MyPlate total vegetable recommendation. And their most popular dish made with tomato products? Pasta with sauce.
- When study participants became aware of the favorable calorie, saturated fat and sodium level of single-serve frozen meals like Healthy Choice their intention to use these meals to help them manage their weight increased from 51 percent to 85 percent.

We also meet several times each year with the ConAgra Foods Scientific Advisory Board, an external group of thought leaders in the fields of medicine, nutrition, food science and behavior science, to review and discuss members' perspectives on the nutrition and health aspects of our food.



In addition to our own research, we continue to provide unrestricted support to several academic institutions to foster the advancement in understanding of nutrition issues. In FY15, we supported the following institutions and research projects:

- Penn State University: determine the efficacy of different portion control strategies to obtain sustainable dietary and behavior changes which promote weight loss and maintenance.
- Academy of Nutrition and Dietetics: evidence analysis library project to determine the potential negative health outcomes resulting from low sodium intakes.
- Academy of Nutrition and Dietetics: evidence analysis library project to determine the relationship between single-serve portion size meals and weight management.
- Temple University Center for Obesity Research: state-of-the-art symposium and review publications regarding behavioral approaches to portion control and weight management.
- Canadian Academy of Health Sciences: symposium on dietary sodium – aligning national and international guidelines with current evidence.
- University of Tennessee: determine the efficacy of using frozen meals within an overall weight management program for U.S. military personnel.
- Children's Hospital Oakland Research Institute: effect of almond consumption on dyslipidemia (elevated cholesterol)

# Home Food Safety



## Home Food Safety™

[www.homefoodsafety.org](http://www.homefoodsafety.org)

A Collaboration Between

**eat right.** American Dietetic Association

 ConAgra Foods  
Food you love

**WASH**



**SEPARATE**



**COOK**



**REFRIGERATE**



Food safety in the facilities in which we make food is a top priority for us. Similarly, consumers need to use good food safety practices in their own homes and kitchens. To help consumers learn the fundamentals of home food safety, we became the sole corporate sponsor and partner of the Academy of Nutrition and Dietetics for Home Food Safety®. This public awareness and education campaign is dedicated to providing information on the safe handling, cooking and storage of food at home. In addition to providing instructions and facts, this program provides food safety alerts, statistics and scholarships for college students to develop food safety awareness campaigns tailored for those living on campus. In FY15, through a coordinated communication initiative including social media, the Internet, television and print, the [Home Food Safety](#)® campaign delivered 810 million media impressions focused on food safety practices for the home. Over the past five fiscal years, 2.7 billion media impressions have been delivered.

## Health Professionals — Helping Those Who Help You

Health professionals, such as the 110,000 registered dietitians and diabetes educators in the U.S., are important resources for consumers seeking credible nutrition and health information on food and lifestyle choices. Through the ConAgra Foods Science Institute, we provide these professionals with detailed information about our food as well as resources they can use to assist their clients, such as recipes, health calculators and fact sheets. We also offer a webinar series, providing information on new developments and the latest thinking on relevant topics. The webinars are free and fully accredited for continuing education credits needed to maintain professional registration and licensing. In FY15, 89 percent of webinar participants rated them as “valuable,” or “very valuable” and we issued more than 10,000 units of continuing education credits.

### FY15 topics included:

- Applying Ethics Principles across the Dietetic profession
- A decade of Nutrigenomics: What does it mean for Dietetic Practice
- Sodium: too much, too little, or just right
- Phytochemicals: Hidden Nutrition Gems
- Critical Evaluation of Nutrition Research
- Nutrition Support for the Bariatric Surgery Patient

## Advertising to Children

Our consumers and customers have come to know our brands through a variety of marketing channels, including advertisements. We understand the necessity of marketing to families with children in a responsible way. We strongly support and participate in the Children's Food and Beverage Advertising Initiative (CFBAI) of the Council of Better Business Bureaus, a voluntary industry self-regulation program supported by many of the nation's largest food and beverage companies. The mission of the CFBAI is to shift advertising for foods that appeal to children to messaging that encourages healthier dietary choices and lifestyles.

As a CFBAI participant since 2007, we have strengthened our commitment to responsible children's marketing over the years. Under our CFBAI [pledge](#) today, ConAgra Foods devotes 100 percent of television, radio, print, mobile, movie/DVD, video/computer game, word-of-mouth and Internet advertising primarily directed to children under 12 years of age to products that meet CFBAI's uniform nutritional criteria followed by all CFBAI participants. In addition, we restrict our use of licensed characters, celebrities, movie tie-ins and interactive gaming in such advertising to food meeting the uniform nutrition guidelines. We also no longer conduct advertising in elementary schools to children under the age of 12 or seek product placements in children's programming, and we do not run advertising primarily directed to children under 6 years of age in TV, radio, print and Internet.



On Dec. 31, 2013, CFBAI implemented new uniform nutrition criteria to be followed by all participants. We collaborated closely with CFBAI and other participants in developing these uniform nutrition criteria to help improve the nutritional composition of foods currently marketed to children under 12 years of age. The uniform nutrition criteria have raised the bar for nutritional standards of foods that can be marketed to children under 12 by CFBAI participants and comprise a realistic set of standards designed to motivate participants to make better-for-you foods.

Foods shown above are representations of the product categories. [View complete list of products.](#)

**ConAgra Foods Devotes 100 Percent of Children's Advertising to Foods That Meet the CFBAI's Uniform Nutrition Criteria.**

## CONTEXT

# Responsible Sourcing

There's much more to purchasing ingredients and materials than the traditional measures of cost and quality. Responsible sourcing means being accountable for not just what is purchased, but *how* it was sourced. This starts at the farms where ingredients are grown and extends through our supply chain, with care and consideration for the people, animals, and environment along the way. Responsible sourcing is an extension of conventional supply chain management, focused on mitigating risks and enhancing value, critical to the success of business.

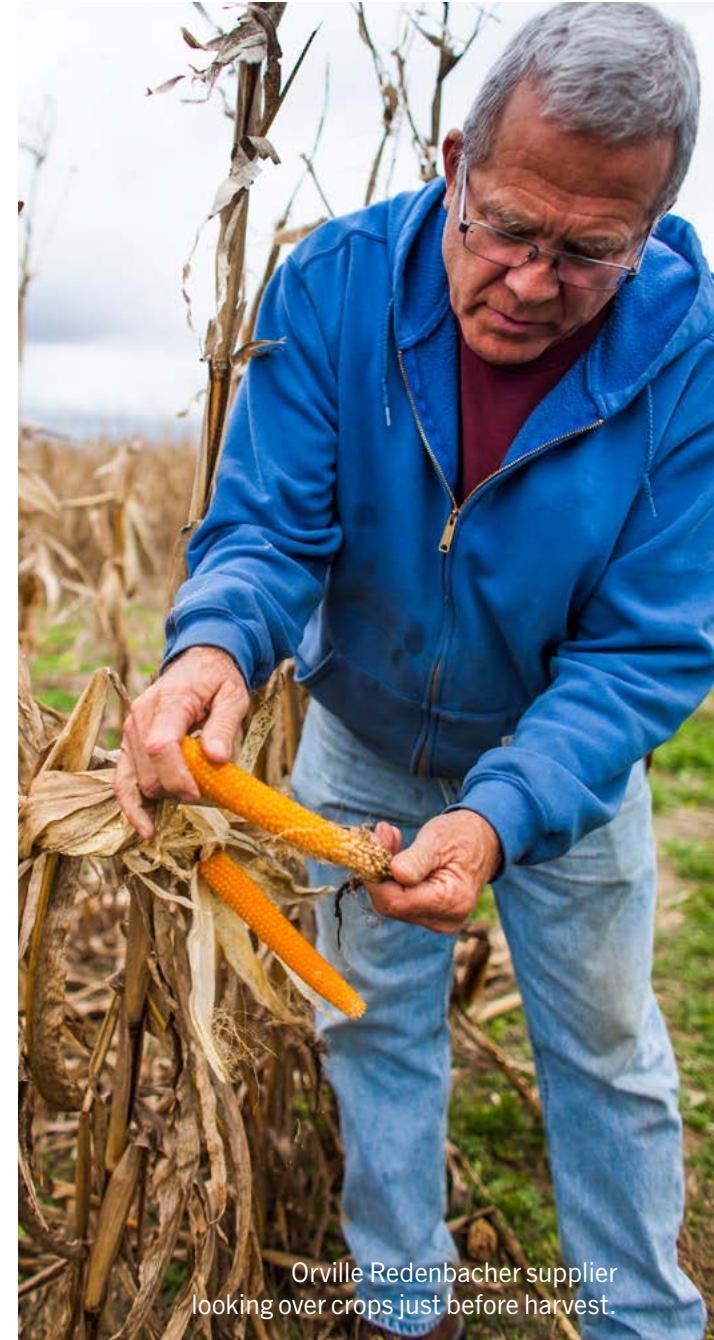
## Our Management Approach

At the highest level, governance for responsible sourcing is managed through our Supplier Code of Conduct, outlining the basic expectations for doing business with ConAgra Foods. We include consideration for labor practices and human rights, animal welfare and environmental performance. When taking action on ingredient or packaging material specific issues, we take a collaborative approach, with our technical experts working hand-in-hand with category managers in Enterprise Procurement. We tailor our management approach

to compliment the influence and relationships we have in our supply chain. For example, where we have direct relationships with suppliers, we work with each individually to enact change. In instances where we're managing responsible sourcing issues embedded further in our supply chain, we often leverage the expertise and influence of NGO or industry associations to drive change in the marketplace. Regardless of our approach, we are committed to communicating progress with interested stakeholders.

## 2020 Sustainability Vision: Work with Our Supply Chain Partners Toward Assuring Long-term Access to Ingredients and Materials Needed to Make Our Products

- Participate in certified sustainable sourcing programs, where material to our business



Orville Redenbacher supplier looking over crops just before harvest.

## Animal Welfare

The only way to deliver quality products is to follow quality procedures, which includes how farm animals are raised, handled, and processed. We believe in the humane treatment of animals. It's the right thing to do, and is an important consideration in sourcing our dairy and protein ingredients. For this reason, our Supplier Quality Program outlines specific expectations for appropriate animal care, and we encourage all of our suppliers to purchase only from farms that comply with industry guidelines, including those established by the USDA and the Food Marketing Institute.



### 1 Million Cage-free Eggs

Since 2011, ConAgra Foods has incorporated one million cage-free eggs into our products annually. This decision reflects ConAgra Foods' ongoing effort to explore cage-free as a viable alternative to traditional egg supplies.



### ConAgra Foods Supports the Elimination of Gestation Housing for Sows

As part of ConAgra Foods' long-standing commitment to the humane treatment and handling of animals, we have asked our pork suppliers to present actionable plans by 2017 that address both the elimination of gestation stalls and creation of traceability systems within the pork supply chain. Our decision came following many months of research, evaluating animal welfare, business and supply implications, customer requirements, discussions with the Humane Society of the

United States (HSUS) and other special interest groups, challenges involved in making changes within the supply chain and other considerations. We believe this is the right thing to do, and we are committed to continue working with pork suppliers who share our commitment to the best animal welfare and handling practices. During FY15, we met individually with each producer to understand their plans to meet this commitment, progress to-date and challenges that lie ahead.

## Local Sourcing

As a global food company, we source ingredients from around the world to deliver high-quality, flavorful and nutritious products. Though our supply chain is composed of business partners with locations throughout the U.S. and the world, local sourcing is a consideration in our purchasing strategy. Local sourcing can help reduce the food-miles in our transportation and logistics network, while providing convenient access to our raw ingredients and packaging. The following highlight a few examples where primary ingredients are sourced close to our facilities.



### Dairy

Located in the heart of Wisconsin dairy country, our Swiss Miss facility in Menomonie, Wis., buys about 25 million gallons of milk annually from a local network of dairy farms located less than 100 miles from our facility.



**WATCH IT:**  
Swiss Miss facilities in  
Menomonie, Wis.



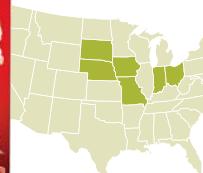
### Fruits

Ingredients for our Marie Callender's pies are thoughtfully sourced, grown in regions famous for their fresh fruits. Apple desserts are made with fresh Fuji apples grown in central California and eastern Washington, while cherry varieties feature Montgomery Cherries from Michigan and Wisconsin. Marie Callender's famous pumpkin pie is made with Dickinson pumpkins, known for their deep orange color, and grown in Illinois, Wisconsin and Missouri.



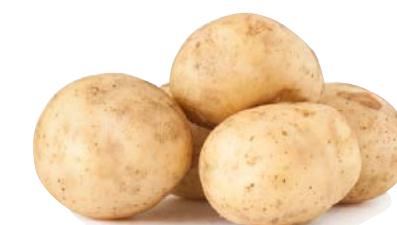
### Peanuts

Situated in prime peanut-growing country, nearly all of the peanuts used in our Peter Pan peanut butter are grown within 250 miles of our facility in Sylvester, Ga.



### Popcorn

About 250 farmers in Nebraska, Indiana, Ohio, Iowa, Missouri and South Dakota raise more than 300 million pounds of popcorn for ConAgra Foods each year. More than 90 of these farmers have grown with us for at least 10 years, with many being second- and third-generation farmers whose families have been our partners for decades.



### Potatoes

Irish potatoes used to produce our Lamb Weston frozen potato products — such as shoestring and crinkle-cut fries — are grown by farmers in the Pacific Northwest, near our network of more than a dozen facilities.

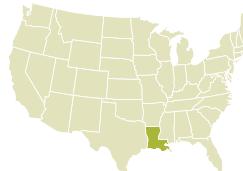
**Lamb Weston**   
SEEING POSSIBILITIES IN POTATOES

## Local Sourcing continued...



### Sweet Potatoes

Unlike white potatoes, sweet potatoes are grown in the southern United States. Opened in FY11, Lamb Weston's LEED®-Platinum certified sweet potato facility in Delhi, La., is strategically located in the heart of the growing region.

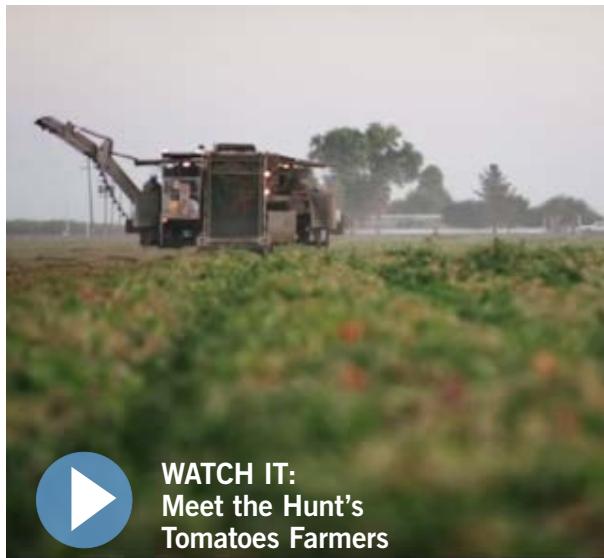


### Tomatoes

Grown within a 250-mile radius of our tomato fresh-pack facilities in Helm and Oakdale, Calif., our tomatoes are typically prepared less than eight hours after being harvested.



**WATCH IT:**  
The People who Produce  
Hunt's® Tomatoes



**WATCH IT:**  
Meet the Hunt's  
Tomatoes Farmers

## Yielding the Best Results

We source our tomatoes from California, where more than 95 percent of the U.S. and nearly one-third of the world's processed tomatoes are grown.<sup>1</sup> Over the past decade, our growers have installed drip irrigation systems on 19,265 of the 21,150 contracted acres, or 91 percent of contracted acres, improving sustainable farming practices by:

Enabling growers to install permanent beds and apply conservation tillage practices, reducing farm equipment fuel use.

Reducing water use by nearly 15 percent compared to traditional furrow irrigation systems.

Reducing nutrient and crop management chemical application rates due to precise application.

Enabling our growers to plant fewer acres while yielding the same amount of tomatoes. The installation of drip irrigation systems increases the tons per acre by about 30 percent, meaning that without drip irrigation, our growers would have needed to farm an additional 7,000 acres.

<sup>1</sup> California Tomato Growers Association, 2015

## Certified Ingredients: Sustainable Palm Oil

ConAgra Foods uses palm oil as a functional ingredient in several of our branded, private brand and food service products due to its unique properties. We purchase palm oil from U.S.-based suppliers — some run integrated operations that cultivate, harvest and process the oil, and others act as commodities traders who purchase and distribute palm oil that has been cultivated by other parties. Over the past several years, we've become increasingly aware of the potential environmental and social risks associated with the cultivation, harvesting and processing of palm oil, and we have taken steps to improve the sustainability of our palm oil supply chain.

Though ConAgra Foods is a relatively minor user of palm oil globally, to help ensure our purchases do not contribute to deforestation of the world's rainforests or negatively impact the communities that depend on them, we will source 100 percent of our palm oil from responsible and sustainable sources by December 2015. ConAgra Foods is a member of the [Roundtable on Sustainable Palm Oil \(RSPO\)](#), an organization dedicated to promoting the growth and use of sustainable palm oil products through credible global standards and the engagement of stakeholders. We support the principles of the RSPO and RSPO efforts to encourage and certify sustainable palm oil production practices. To reinforce those principles, we are working with our suppliers to support the development of a sustainable, cost-effective market for palm oil to prevent the deforestation of lands for the purpose of developing new palm plantations. We will purchase palm oil only from RSPO members — with preference for purchasing RSPO certified sustainable palm oil.

In addition, by December 2015, we will source palm oil only from suppliers whose landholdings and operations meet the following principles:

- Only legal sources that adhere to all relevant international, national and local legislation and regulation.
- No development on high conservation value landscapes or high carbon stock (HCS) forests. While the HCS methodology is being refined by field testing and science review, new plantings should only be established in low carbon stock areas.
- No development on peat lands regardless of depth and use of best management practices for existing plantations on peat.
- No burning in the preparation of new plantings, re-plantings or other developments and the progressive reduction of GHG emissions.
- Compliance with our Supplier Code of Conduct which describes our expectations in matters including food safety and quality, forced labor, child labor, freedom of association and collective bargaining, discrimination and harassment, wages and benefits, work hours and overtime, health and safety, environment and anti-corruption.
- Respect Land Tenure Rights, including the rights of indigenous and local communities to give or withhold their Free, Prior and Informed Consent to all new development or operations on lands to which they hold legal, communal or customary rights.



- Prevention and resolution of social and/or land conflicts through an open, transparent and consultative process.
- Traceability to the extraction mill and validation of fresh fruit bunches to the plantation estate.

On our journey to sourcing RSPO Certified Sustainable Palm Oil, during FY15, we secured supply chain certification for one of our manufacturing facilities and have already begun sourcing Mass Balance certified oils. By end of calendar year 2015, we will secure supply chain certification for 35 percent of our production facilities that use palm oil in our products, which will enable use of Mass Balance certified oil for about 24 percent of our consumption. We will continue to engage with both external and internal stakeholders to promote and encourage use of RSPO Certified Sustainable Palm Oil.

## CONTEXT

# Sustainable Agriculture

As a food company, we have a deep connection to agriculture through the millions of tons of raw ingredients we buy each year. Facing the daunting challenge of feeding a growing global population on less land with fewer inputs, we understand that promoting sustainable agricultural practices in our supply chain is an integral part of our long-term business success.

## Our Management Approach

Our sustainable agriculture program is currently focused on potatoes, due to our direct relationship with growers and material influence in the U.S. marketplace. Led by Lamb Weston's Agricultural Services team, we've developed a collaborative relationship with more than 100 contract farmers who harvest more than 150,000 acres of cropland.

Each of our farmers agrees to the terms of our Sustainable Agriculture Program Guidelines and Requirements. Outlining expectations for land

stewardship, water use, soil conservation and nutrient and pesticide application, our guidelines clearly define growers' responsibilities related to sustainable farming practices every year. In addition, Lamb Weston's Integrated Pest Management and Soil and Petiole Monitoring and Potato Plant Analysis programs — as well as our participation in the industry's Potato Sustainability Initiative — provide both qualitative and quantitative measures to benchmark performance between growers.



## 2020 Sustainability Vision: Work with Our Supply Chain Partners Toward Assuring Long-term Access to Ingredients and Materials Needed to Make Our Products

- Encourage implementation of sustainable agriculture practices with our contracted farmers through implementation of a field-level, metrics-based program

## Collaborating with Growers

As part of Lamb Weston's Integrated Pest Management program, growers focus on crop-damaging pests, allowing beneficial insects to thrive. Infrared photography, moisture-sensing equipment and plant tissue analysis are used as part of our Soil and Petiole Monitoring and Potato Plant Analysis to ensure only the necessary levels of water and nutrients are applied.

And our new Grower Information Edge program aims to consolidate critical data for all Lamb Weston growers over the next three years. This will centralize information and allow for the application of advanced analytics to enhance farming practices and establish benchmarks for growers related to their fields and the varieties of potatoes that they plant.

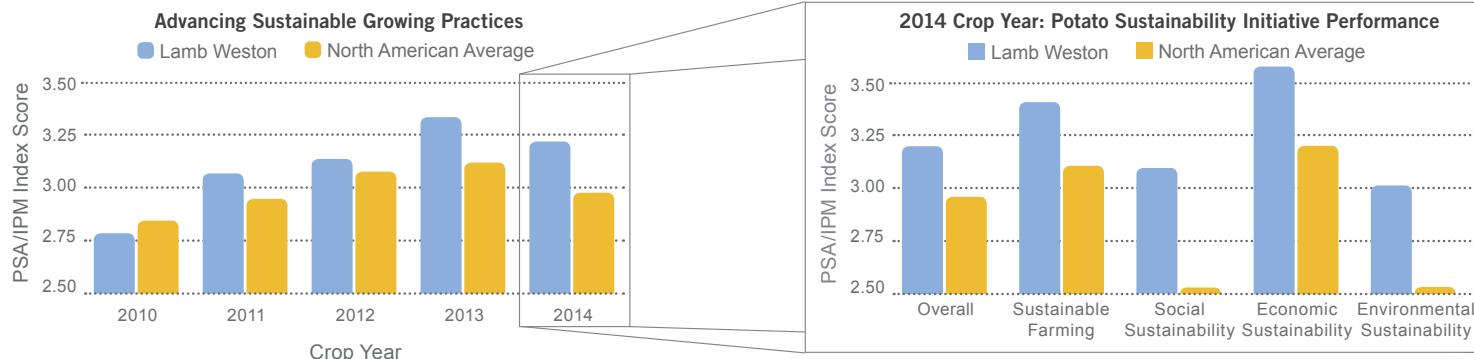
In a collaborative effort with customers, growers, academia and competitors, Lamb Weston participates in the Potato Sustainability Initiative. This program allows farmers to self-evaluate their farming operations against best practices in four areas:



- **Sustainable farming**, including food safety, seed handling and planting, pesticide and nutrient handling and application, pest, weed, and disease management, nutrient management, and overall farm management systems.
- **Social sustainability**, including working conditions and training.
- **Economic sustainability**, including cost of production, marketing, risk management and succession planning.
- **Environmental sustainability**, including water conservation and quality, soil conservation and quality, biodiversity, pollinator protection, energy conservation, and waste.

*Continued on next page*

Lamb Weston's growers have made year-over-year improvements on the Potato Sustainability Assessment, performing better than the North America average for the past 4 years. In 2014, they performed considerably better in all categories.



A welcome "friend": Lady bugs eat aphids — an insect that is harmful to potato plants — but don't harm the plant itself.

*Collaborating with Growers, continued*

Over the next two years this program will expand to include an independent audit to verify that how farmers assess themselves is accurate and representative of their farming practices.

Growers that adopt the best practices identified by the Potato Sustainability Initiative will realize benefits to yield, crop quality, employee satisfaction, and resource conservation. Feedback is provided, through index scores – ranging from ‘Basic’ to ‘Expert’ level – helping growers and Lamb Weston understand where they rank and what opportunities might exist to improve. Over the past four years, we’ve seen a continuous improvement in our growers’ index scores, positively reflecting the incremental implementation of sustainable farming practices. In the years ahead, we’ll continue to work with others on standardizing auditing of the assessment, allowing all growers to be uniformly evaluated without numerous, varying standards to contend with.



 GET TO KNOW  
OUR GROWERS:  
AgriNorthwest Farms

**The Potato Sustainability Initiative includes specific criteria for pollinators:**

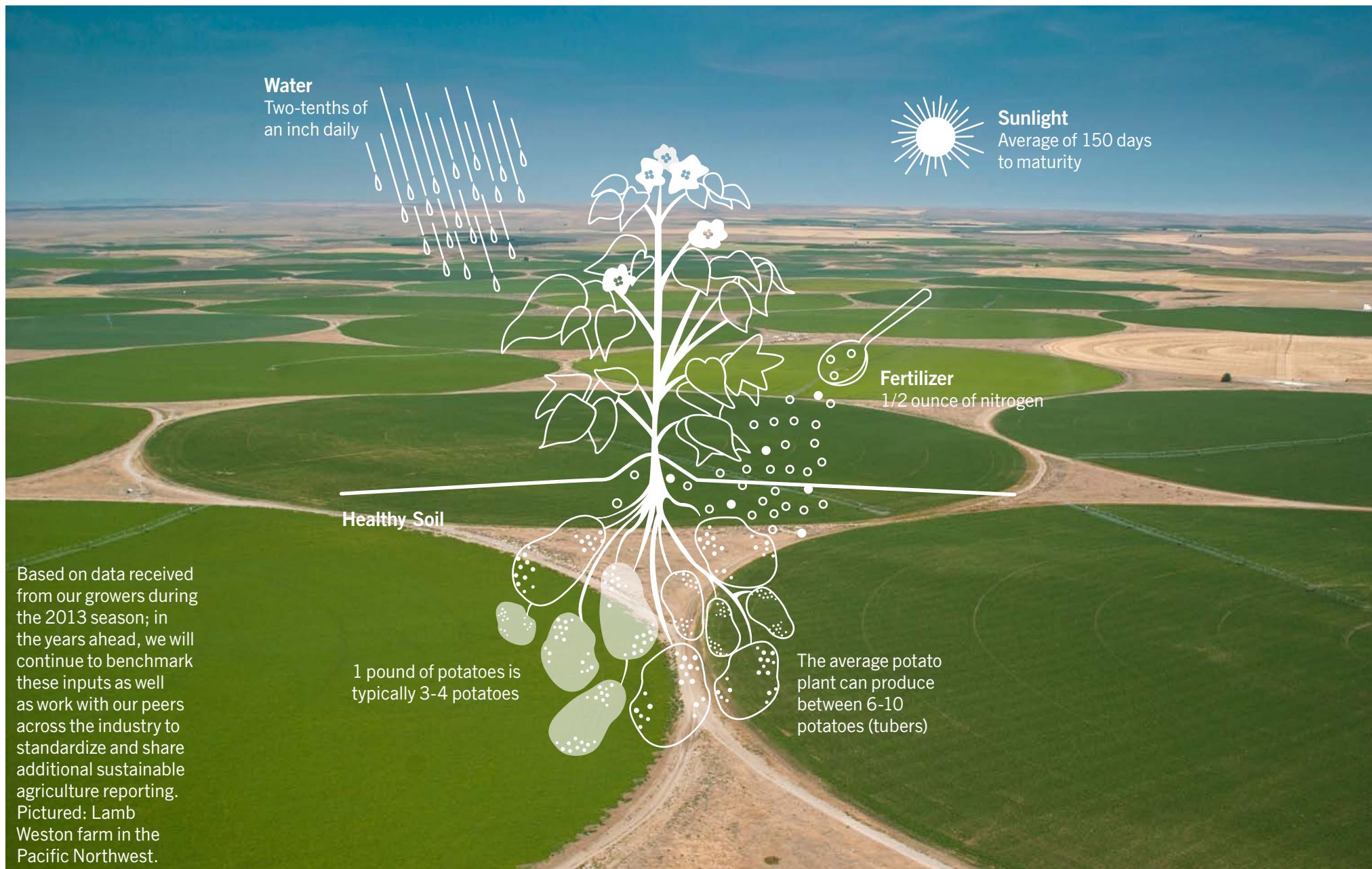
- Assessing whether farmers leave unfarmed areas intact for flowering plants and honeybee habitat; and...
- Requiring any crop protection products that are harmful to bees only be applied where flowering plants are not present, after dusk, or at very low temperatures when pollinators are not active.

**LambWeston®**   
SEEING POSSIBILITIES IN POTATOES



Day by day and growing season by growing season, Lamb Weston is transforming farming practices in a sustainable way: increasing crop quality and yield, significantly decreasing crop protection inputs and reducing water and electricity use while striving to reduce greenhouse gas emissions.

## Growing potatoes: Resources used for each pound





## Exploring Best Practices at Watts Brothers Farms

Most of our potatoes are sourced from growers in the Pacific Northwest, such as our own Watts Brothers Farms, a 20,000-acre operation with 3,000 acres dedicated to organic farming.

Lamb Weston's vision for sustainable farms and production includes striving to maintain healthy, biologically active soil. We use our farm operation to test best practices and new technologies, such as:

- Non-traditional cover and rotation crops, like mustard, are used as part of an Integrated Pest Management program.
- Scientific irrigation scheduling using aerial infrared photography to improve water efficiency.
- Closed loop on sustainable farming by using remnants from the on-site vegetable operation as feed for cows at the hormone-free dairy operation. In turn, manure from the dairy facility and water from the vegetable plant are recycled back into the farm.
- In-field moisture monitoring and weather devices for precise irrigation and less subjectivity.

The employees and companies who make the food people eat are becoming every bit as important to consumers as the food itself. Lamb Weston leverages its strength as a leading producer of quality frozen potato, sweet potato and other vegetable products to support sustainable agriculture practices throughout the supply chain. Using satellite imagery, soil probes, plant tissue analysis and other technologies, we use science to enhance farming decisions to achieve greater productivity and resource efficiency. Sustainable agriculture reduces the need for inputs, such as nutrients and pesticides, while optimizing crops per region, per farm, per field.



# Stronger Communities

## CONTEXT

# Business Ethics & Human Rights

Employees want to work for a company with high integrity, and our customers and suppliers want to work with a company that does the right thing, every day. A strong reputation of integrity presents opportunities and competitive advantages. Research shows these organizations attract and retain talent more easily, are 67 percent less likely to experience significant instances of business misconduct, and show higher productivity levels—as much as 12 percent higher than their peers<sup>1</sup>. Conversely, business misconduct can result in direct costs, such as fines, legal fees and other remediation costs. Other indirect costs may include decreased employee engagement, greater employee turnover and negative impacts on business reputation.

## Our Management Approach

Ethics and integrity have always been an important part of how we do business at ConAgra Foods. Integrity First, our company-wide focus on acting with integrity, provides the foundation for doing the right things and doing things right. This effort is intended to help make sure everyone knows and understands what is required of them—things like ensuring the safety of our people, our foods and our brands, integrity-based decision making, appropriate workplace conduct, responsible management of our corporate resources, and protecting our intellectual property, privacy and confidentiality.

To maintain a high integrity culture, we have a network of compliance subject matter experts who support, manage and enforce the company's policies, like our Code of Conduct. We expanded this professional network last fall by forming a cross-functional Subject Matter Expert Compliance Committee. This cross-functional team brings an enterprise-wide view to our compliance activities throughout the organization. In addition, we also formed a Compliance Council made up of senior leaders from across the company to bring attention to opportunity areas, strategic insights, and to encourage discussion about behaviors that drive sound decision making.

Day to day, every employee is expected to set the tone and lead with integrity. Our people managers are responsible for creating a culture of integrity within their teams by demonstrating our values both in action and words. This means ensuring an understanding of the policy requirements in our Code of Conduct, as well as any critical compliance policies specific to individual day-to-day activities. Furthermore, our managers are responsible for holding others accountable for their behavior and immediately addressing actions that do not comply with our Code of Conduct or other corporate requirements. Lastly, our employees are empowered to come forward with questions or concerns. If they are not comfortable approaching their manager, employees may raise concerns through EthicsPoint (866-567-2633), our third-party hotline. The number can be used anonymously, if desired.

<sup>1</sup> CEB Compliance and Ethics Leadership Council Research, "Ethical Leadership –The Important Links Between Culture, Risk management, and Business Performance."

## Code of Conduct

Our [Code of Conduct](#) provides guidelines for our workplace conduct. It is each employee's personal responsibility to uphold our Code of Conduct, and, as a company, we hold ourselves accountable for our successes and our mistakes. **Our Code of Conduct reminds us of the legal and ethical standards for conducting business, managing our employees, and interacting with consumers, suppliers, customers, communities and governments.** It also guides our environmental practices and helps ensure we abide by all laws and regulations to protect our natural resources and minimize negative impacts.

The Board of Directors' Audit/Finance Committee oversees our Code of Conduct and determines, or designates appropriate persons to determine, remedial actions in the event of a violation. Beginning in 2010, all salaried employees were required to complete several e-learning Compliance Training Program courses to help employees better understand the behavioral and ethical guidelines outlined in ConAgra Foods' Code of Conduct and certain federal and state laws. Each employee's curriculum was determined based on his or her job title and responsibilities. New employees also are required to take the Compliance Training Program as part of their onboarding process.



## Our Expectations for Human Rights

**ConAgra Foods prohibits the use of forced labor in our operations, including human trafficking and slavery. Accordingly, any work performed by an employee or an associate that is involuntary and/or performed under threat of physical harm or other penalty is strictly prohibited.**

To the extent any employee disagrees with his or her terms and/or conditions of employment, he or she may raise a complaint through any of the numerous

avenues of redress available to employees under the company's management structure and the company's Code of Conduct or leave at any time. All applicants, post-offer, must also provide proof of their ability to work. ConAgra Foods takes steps to ensure it is in compliance with state and federal child labor laws through both its hiring policies and its human resources practices. ConAgra Foods' standard entry-level wage is at least equal to — and often exceeds — the local minimum wage at all locations of operation.

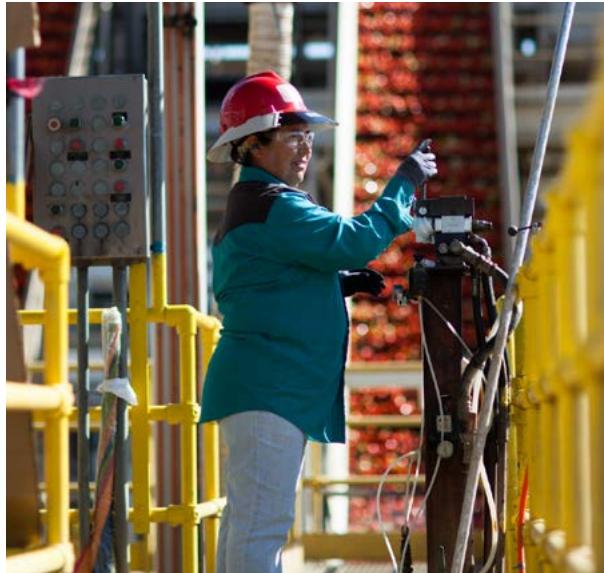
# Code of Conduct for Suppliers

At ConAgra Foods, we believe that adhering to the highest possible standards of integrity and ethical behavior is the only way to succeed, so we have set the highest standards for the way we conduct business, in areas from corporate and social responsibility to sound business ethics. As such, because the conduct of our suppliers can be attributed to ConAgra Foods and its reputation, our expectation is that our suppliers will lawfully conduct their business with the same standards of integrity and ethical behavior. Every supplier must acknowledge our [Code of Conduct for Suppliers](#), and agree to the expectations within as a condition of doing business with ConAgra Foods.

Furthermore, suppliers must take reasonable measures to ensure that their suppliers and sub-contractors also act in accordance with these expectations.

Our Code of Conduct for Suppliers provides minimum expectations related to:

- Compliance with applicable laws and regulations
- Workplace and human rights
- Animal welfare
- Health, safety and the environment
- Ethical dealings
- Monitoring and record keeping



## Supplier Diversity

Supplier diversity is a key ingredient to success, so we actively pursue business relationships with innovative, diverse companies. Doing so enables us to explore new and unique business partnerships to better serve our consumers, customers and communities. During FY15, we spent more than \$800 million with more than 2,500 minority, women, veteran-owned and small companies across all procurement categories and business units.

ConAgra Foods also actively participates with many development and advocacy organizations near our operating locations in the U.S. These include minority, women and veteran development

organizations, business accelerator programs and incubators, community and industry innovation networks, and chambers of commerce. We regularly participate in national conferences as an exhibitor sponsor, and our employees serve on boards and committees with many of these organizations. ConAgra Foods also dedicates time to mentor new diverse businesses in the food industry.

## CONTEXT

# Culture & Workplace

Organizations are defined by so much more than what they make or the services they provide. Those with a healthy culture and rewarding workplace create a competitive advantage by retaining highly engaged employees who are loyal to the organization and its success. However, culture is as abstract as it is tangible, with no standard approach to establishing the shared values and operating principles that define an organization and nature of its employees. At its best, the culture of an organization is rooted in that organization's goals and strategies, adding value to employees, customers, investors and the community.

## Our Management Approach

We place high value on leadership qualities because we are all leaders in our positions. We look for leaders who will become anchors in our workplace, embracing the principles and behaviors that serve as our key to success. When leaders teach and trust, push for personal excellence, constructively challenge, see the big picture and think two steps ahead, they help themselves, others and the business to succeed. Through all of this, we live and breathe our Operating Principles of simplicity, accountability, collaboration and imagination. These key principles have helped us to build a strong culture dedicated to working smart and working hard. They connect what we need to do with how we need to do it and support our pay for performance philosophy.

You'll see these same leadership qualities in those that are leading critical business functions that make our culture what it is today. Whether leading employee health and safety programs, overseeing corporate benefits and wellness, ensuring a diverse and inclusive workplace, or creating opportunities for ConAgra Foods to be a valued member of the communities where we live and work — leading with integrity and accountability for our Operating Principles are integrated into many business practices. Expected leadership traits are reinforced through performance objectives, quarterly conversations, pay planning, learning and development, employee recognition, 360 feedback, talent reviews and other talent management processes.

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ConAgra Foods Omaha employees at Employee Resource Network (ERN) Leadership summit.

### *Our Management Approach continued*

For example, performance management is an essential business process that aligns individual performance objectives with business priorities to ensure delivery of our strategy and achievement of business results across the enterprise. A critical part of this process is quarterly conversations, which provide frequent opportunities for real-time employee and manager conversations rich in high-quality feedback. People managers are coached to emphasize that how employees meet performance objectives throughout the year is just as important as what they accomplish. Advancement and career planning is another important element to performance management. In addition, our 360

Degree Feedback Process helps leaders across our organization create a meaningful development plan built upon self-awareness and holistic feedback. The process includes both a self-assessment and feedback on leadership effectiveness from their direct manager, direct reports, indirect reports, and peers. Through this, our leaders gain a thorough understanding of opportunities for development and determine actionable ways to grow their skills and abilities as a ConAgra Foods Leader.

Our Career Maps help employees understand the big picture structure and roles within a specific function as well as the key experiences and skills

necessary to continue their career development. In all functions across ConAgra Foods, movement is encouraged laterally, vertically, and cross-functionally and intended to increase breadth of knowledge, skill-sets and prepare employees for leadership roles. Career Maps encourage gaining a breadth of experience, including lateral moves (moves to a position at the same level) as well as moves upward. The resources available help ensure we have talent in the right roles, gaining the right experiences and opportunities to ensure success.



### **Wellness Delivers Results**

We're proud of the progress we've seen from the more than 2,600 employees who have completed preventive screenings each year from 2011 to 2014. In that time, this population has seen a decrease in the total number of employees considered "at risk" for cholesterol and glucose-related illness; a drop of 4 and 6 percent respectively. Among other things, controlling cholesterol and glucose helps to decrease the risk of cardiovascular disease, stroke and type 2 diabetes.

# Employee Health & Safety

Providing a safe work environment for our employees is a top priority at ConAgra Foods. Our health and safety management process is driven by engaged employees who have established a foundation of safe practices. **As we strive to achieve an injury-free workplace, it becomes increasingly important to maintain a strong culture of safety, in which all employees are committed to protecting themselves and their colleagues.**

To support this culture, we have several initiatives that provide employees with many opportunities to be active participants in safety processes. These include conducting safety audits, inspections and behavioral observations, as well as leading safety training and safety reminder discussions during pre-shift huddle meetings. In addition, every facility develops an annual Safety and Health Accident Reduction Plan (SHARP) to define site-specific health and safety priorities.

Our health and safety team audits each of our facilities to ensure compliance with safety regulations and corporate policies. The team documents results and tracks corrective actions to ensure we hold ourselves accountable for providing a safe work environment. We require all accidents, near-miss incidents and injuries to be thoroughly investigated to help ensure that appropriate actions are taken and lessons are identified to prevent similar incidents from happening again.

## More Than Just Numbers

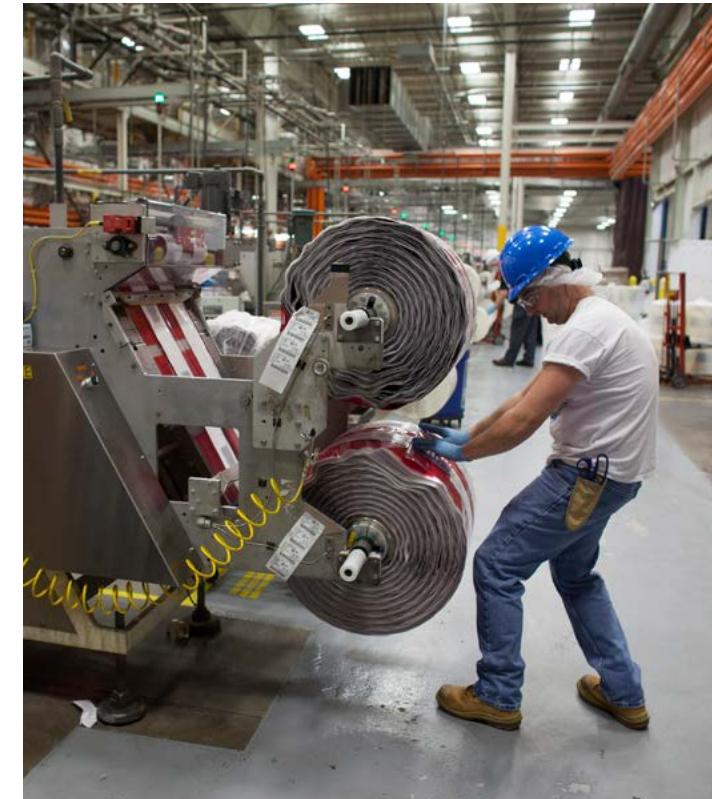
**As a company, we take to heart exactly what our safety metrics represent — the health, well-being and lives of our employees.** We are fully committed to maintaining a safe work environment because we recognize that our employees are our greatest asset. During FY15, our Occupational Safety & Health Administration (OSHA) Incident Rate (OIR) decreased by 5 percent to 2.09 incidents per 100 full-time workers.

When accidents do happen, it's important to provide the best possible medical care to injured employees, while addressing the root causes of the accident to minimize the possibility that it will happen again. In FY15, nineteen ConAgra Foods facilities were inspected by OSHA, with each inspection resulting in only minor citations.

We are tirelessly working to build a strong foundation of safety in all of our facilities through leadership, accountability and teamwork instilled through our proven Key Concepts of Safety program. We are optimistic that we'll see notable improvement during FY16.

## ConAgra Foods Principles of Safety

- Safety and health can be managed.
- Every workplace injury/illness could and should have been prevented.
- Management is responsible for providing a safe workplace.
- Safety and health are everyone's responsibility.
- Nothing we do is worth getting hurt over.



## Key Concepts of Safety

- Leadership
- Continuous Improvement
- Compliance
- Safe Practices
- Hazard Identification
- Continuous Skills Development
- Behavioral Safety
- Performance Tracking

## Safety Statistics



**Recordables:** An injury as defined by the Occupational Safety and Health Administration (OSHA) that is work-related and requires treatment more than simple first aid.

**OIR:** OSHA Incident Rate, calculated by the number of recordable injuries compared to the total hours worked by all employees at a site in a year.

**Lost Time Cases:** The number of work-related injuries causing an employee to miss at least one work shift due to an injury in a year.

**Lost Time Rate:** Calculated by the number of lost time injuries compared to the total hours worked by all employees at a site in a year.



## Safety Success Through Employee Engagement

Behavior-based safety is a proactive approach to injury prevention based on peer-to-peer interactions. Our employees spend time observing each other working and capture real-time feedback to identify both safe and at-risk behaviors.

**During FY15, our employees conducted more than 70,417 behavior-based observations, totaling 11,736 hours of direct employee engagement to help each other work more safely.** Through training, leadership discussions and peer audits, our team members spent 89,382 hours talking about safety, building the kind of culture where safety comes first.

Our facility in Archbold, Ohio, is a great example of a team that has built behavior safety observations into their culture. The team has conducted 6,000-10,000 peer-to-peer safety observations every year since 2008. The program has shifted the team from reactive to proactive, enabling employees to focus on what they can control to prevent injuries. **By acting on peer feedback, Archbold ended their third consecutive year with an OIR of less than one.**

## During FY15, 11 ConAgra Foods facilities achieved a zero Occupational Safety & Health Administration Incident Rate (OIR)



Employees in Brookston celebrate their safety achievement.

### Safety Success Pops Up in Brookston

At the close of FY15, our popcorn facility in Brookston, Ind., achieved twelve consecutive years of zero OIR and no Lost Time Accidents. Enabled by an operations culture grounded in safety, the team embraced a “one is too many” mentality. To proactively identify and address risks, the team began tracking all near-miss and property

damage incidents. Success is driven by 100 percent employee engagement, with top to bottom participation in safety committee meetings. Hourly associates lead performance by frequent Job Safety Analysis review and raise awareness by participating in the Greater Lafayette Area Safety Council.



### Changing Safety Culture from Within

Our frozen potato facility in Twin Falls, Idaho, made an incredible step-change in their plant safety culture that reduced their OSHA recordable rate from 2.55 to less than 1.00 in FY15. Beginning with the plant manager's honest reflection on culture and resulting behaviors on the production floor, he met individually with key employees to align on common values and expected results. This commitment extended to all employees who now, sharing the same vision, understand the safety principles that provide a basis for daily operations. Each employee, at all levels, feels the passion and concern for working safely for themselves and their teammates.

# Employee Wellness

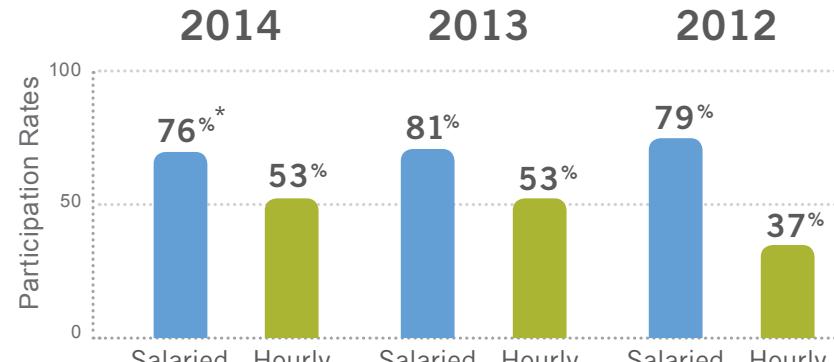
Caring builds trust. When your workplace provides the tools and incentives needed to make smart health decisions, you build a culture of caring and trust. Awareness is key, and making it simple for employees to understand the health risks they face is the first step toward helping them make the kinds of changes that lead to a richer, longer life. **Foundational to wellness is having access to health care.** During calendar year 2014, 96.7 percent of our employees were eligible to participate in ConAgra Foods health care benefits, of which, more than 86 percent enrolled in one of our offered plans<sup>1</sup>. We believe wellness pays in more ways than one. What's good for your physical health is good for your financial health. Our robust, outcomes-based wellness program encourages employees and their spouses or same-sex partners to take charge of their health and create their own wellness journey.

Just by completing wellness screenings, employees can earn financial rewards. If employees meet health targets or work with their personal physician to make progress toward identified health targets, they are eligible for additional financial incentives. Employees also are given access to disease management resources, lifestyle coaching, maternity management coaching, online support communities and a 24-hour nursing hotline so they can get health-related answers when they need them.

In calendar year 2014, **4,836 salaried employees and 2,515 spouses and same-sex partners participated in our wellness program.** This represents 76 percent of salaried employees who were eligible to participate.

<sup>1</sup>Some union employees are covered under union-based health plans; contract employees, interns, and employees working less than 30 hours per week are not eligible.

## Participation Rates for Wellness Program



\*Decrease in participation amongst salaried employees a result of first-year eligibility of former Ralcorp employees.

Based on initial health assessments, **the top three risks for ConAgra Foods employees include weight, cholesterol and blood pressure.** In order to qualify for progress-based incentives, employees and their spouses or same-sex partners must be within the required range of four out of five key health factor target measurements, or work with their personal physician on alternative targets. The target measurements are body mass index (BMI), cholesterol, blood pressure, glucose and tobacco use. Through this progress-based incentive program, participants enrolled in ConAgra Foods' medical plan are eligible to earn between \$300 and \$1,500 toward their health insurance premiums when they meet the wellness targets or work with their physician to make progress toward these targets.

### Wellness Target

**BMI:** Between 18 and 26

**Cholesterol:** <200 or <4.0 Ratio

**Blood Pressure:** <140/90

**Glucose:** ≤100 fasting or ≤140 non-fasting

**Tobacco use:** Tobacco-free

\*Or other individual targets as set by a physician



## Choose to Lose with ConAgra Foods

Now in its sixth year, Choose to Lose with ConAgra Foods continues to help our employees achieve a healthier body weight using the principles of portion control and calorie balance. This employee weight-loss program emphasizes reduced-calorie eating and features branded ConAgra Foods products that offer built-in portion control for meals and snacks throughout the day.

To date, **2,241** participants have lost a total of **11,197** pounds.

In addition to helping employees manage their weight, this program integrates one of ConAgra Foods' key health and nutrition focus areas into employees' daily lives by reinforcing the importance of portion and calorie control within our product innovation process.



## ConAgra Foods Child Hunger Ends Here 5k Run/1 Mile Walk

In conjunction with our efforts to end child hunger in our own backyard, the second annual ConAgra Foods Child Hunger Ends Here 5k Run/1 Mile Walk took place on April 11, 2015, on the downtown Omaha campus. More than 300 participants — both employees and other members of the community — came out on a beautiful Saturday morning to run or walk. We raised almost \$10,000 for the Food Bank for the Heartland which helped to provide an entire summer's meals for one of their summer feeding sites. More than 20 ConAgra Foods employees volunteered more than 100 hours of their time for the race as part of the company's annual Month of Service.

# Diversity & Inclusion

We're building a culture where all employees can be authentic and know that their diverse thoughts and capabilities are valued. We've built a strong business case for diversity and inclusion, which has enabled us to focus on attracting, retaining and developing employees that reflect the diversity of our consumer base. These employees help us forge stronger relationships in the community, in the marketplace and with our stakeholders. A detailed breakdown of our employee demographics is included in the report Data Summary.

## Leadership Statement on Diversity & Inclusion

At ConAgra Foods, we serve a very broad base of customers and consumers. To best serve them, we aspire to create an organizational climate that recognizes the unique and distinctive qualities of our employees, customers and consumer base. In doing so, ConAgra Foods is committed to an environment and employee base that:

- Reflect the growing diversity of our consumers in order to serve them more successfully
- Are supported by management policies that respond to the needs of a diverse workforce, are inclusive and enable the full contribution of every person in the organization
- Are sensitive and responsive to the work-life needs of our employees

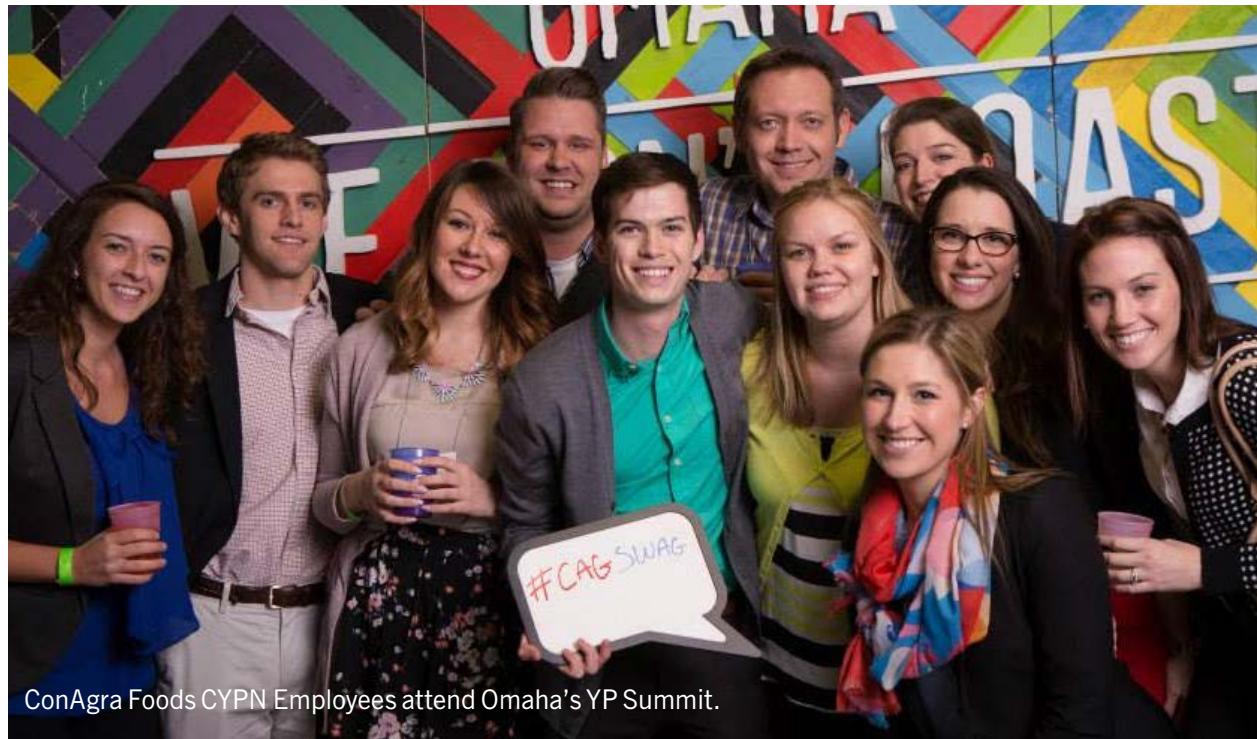


## Employee Resource Networks (ERNs)

ERNs are a key ingredient in creating a diverse and inclusive culture. At ConAgra Foods, we foster these networks because they provide organizational and business insights that help us deliver leadership development experiences, create an environment in which we can explore our uniqueness, and offer opportunities for volunteer activities that support the communities where our employees live and work. Our ERNs bring together employees from a variety of cultures, backgrounds and lifestyles and receive support from senior executive sponsors to guide members' personal and professional development.

Currently, we have seven active ERNs with hundreds of members throughout the company:

- ConAgra Foods Asian Network (CAN)
- ConAgra Foods Black Employees Network (CBEN)
- ConAgra Foods Latino Network (CLN)
- Illuminations — Lesbian, Gay, Bisexual and Transsexual (LGBT) employees & allies
- ConAgra Foods Women's Network (CWN)
- ConAgra Foods Young Professionals Network (CYPN)
- ConAgra Foods Veterans Network (CVN)



## Recognition & Leadership

Our progress in creating a diverse and inclusive workforce has earned recognition from respected organizations:

### **Best Place to Work for LGBT Employees**

Human Rights Campaign in recognition of 100 Corporate Equality Index Score, 2015

### **Top Latina Executive**

LATINA Style® magazine, 2015

### **Best Companies for LGBT Consumers**

Human Rights Campaign Foundation 2010, 2012, 2013, 2014

### **Top Executive in Diversity & Inclusion Award**

Black Enterprise® magazine, 2011, 2014

### **Mentor of the Year, Honorable Mention**

Mentor Scout Corporation, 2014

### **Workplace Ally Challenge, 2nd Place**

FriendFactor.org, 2014

### **Best Place to Work for Young Professionals**

City of Omaha Chamber of Commerce, 2013

### **Top Employee Resource Group of the Year**

LATINA Style® magazine, 2012

### **Winds of Change Award**

The Forum on Workplace Inclusion, 2012

### **Diversity Leader Award**

Profiles in Diversity Journal®, 2011

### **Top 100 Employer for Women MBAs**

Universum, 2010

### **Best in Leadership Development**

Leadership Excellence magazine, 2010

ConAgra Foods bolsters its diverse, talented workforce with a far-reaching recruitment program. To help find and recruit the best people, the company works with such organizations as:

- Association of Latino Professionals in Finance & Accounting (ALPFA)
- National Black MBA Association (NBMBAA)
- National Society of Black Engineers (NSBE)
- Society of Women Engineers (SWE)
- JumpStart Advisory Group
- The Consortium

## ConAgra Foods Earns Perfect Score on Human Rights Campaign Corporate Equality Index

In 2007, we launched a multi-year strategy to create a truly inclusive workplace, where all of our employees can be authentic and confident that their diverse thoughts and capabilities are valued. The diversity and inclusion leadership team highlighted LGBT (lesbian, gay, bi-sexual, and transgender) inclusion as a significant gap that had to be closed. We looked to the Human Rights Campaign (HRC) Corporate Equality Index, a program that sets the bar for this space, providing a roadmap for which policies and practices should be present in an organization to demonstrate true commitment to employee equality. The journey began with the implementation of domestic partner benefits and the launch of the LGBT employee resource network. **Now eight years later, we're proud to be recognized as the first organization headquartered in Nebraska to achieve a 100 percent score on the Human Rights Campaign Corporate Equality Index.**

While truly a collaborative effort between our human resources, benefits, legal and senior leadership teams, it would have been difficult to achieve the perfect score without the CLGBT+ Network providing advocacy, support, and leadership along the way. This group exposed unintended biases evident in our culture, helped create leadership training, engaged allies across the organization, and launched community initiatives to "pay it forward".



The ConAgra Foods team at the 2015 Human Rights Campaign 100 Ceremony in New York City.

This is only the beginning as we are forming partnerships and alliances across Omaha to mentor other organizations on their journey to 100. As part of their work in the community, the leadership team of the ConAgra Foods LGBT+ Network inspired the formation of a new branch within the Omaha/Council Bluffs PRIDE event called "Equality Row." It was a way for organizations to support Pride and the LGBT community through their visible presence

at the event. Prior to this year, there had been an average of three companies supporting the Pride event. This year that number increased to 15. Additionally, the LGBT+ Network hosted a press conference for the "HRC Equality is our Business Pledge" signing. As a direct result of this event, more than 40 organizations signed the pledge and joined us on the road to equality in the workplace.

**"It has been a long road modernizing our internal policies and benefits at ConAgra Foods to enable the 100! I am proud to work for an organization that supports equality in all forms and enables us to be a part of the progress across America through our LGBT+ Employee Resource Network."**

Alexander Williams, Senior Analyst and CLGBT+ Network Leader

# Learning & Development

We are continuously improving our learning and development programs to build organizational capability, grow leadership, leverage talent and optimize learning.

To achieve these objectives, we've developed comprehensive learning programs that begin when employees join the company and continue throughout their careers. Recently, we have implemented both new and renovated curricula, including those tied to our leadership and technical competencies. Our internal Talent Management systems allow employees to manage their development by linking learning to individualized development plans which are tracked as part of our annual performance management process.

## Accelerate Growth Through Individual Development

ConAgra Foods prides itself on attracting, retaining and developing top talent, which means we invest in our employees the minute they join our company. We offer a two-day ConAgra Foods Employee Orientation at our world headquarters in Omaha, Neb., for new employees. Our Employee Orientation goes beyond HR policies and functional business overviews; it welcomes employees into the ConAgra Foods family and teaches them who we are as a company, our business growth goals, and how we plan to achieve those goals.

**It is a positive, engaging and interactive experience that is anchored by “What We Do” and “Who We Are” in which employees are immersed into the culture of ConAgra Foods, instilling in them a sense of pride for our food and excitement for their future.**

On a day-to-day basis, managers and employees work together to master the competencies and adopt the behaviors that will lead to better job performance and more effective leadership. Using a combination of experiences, relationships and formal learning, the individual development planning process emphasizes the importance of continuing discussions to ensure the balance between personal aspirations and alignment to the company's business goals.



## People Essentials

Managing People Essentials I and Managing People Essentials II build management skills related to ConAgra Foods performance management, talent management and individual development planning. Both of these best-in-class management development programs deliver a consistent methodology to all new and existing managers with direct reports. These programs are dynamic and award winning in the Learning and Development

industry. Managing People Essentials II is considered game-based learning at its best and has received a Brandon Hall learning industry award for best-in-class. In addition to management training, we have a broad selection of resources for our employees, including our self-directed individual development plan e-book that helps guide our employees in their ability to create and activate a robust and meaningful development plan for their careers.

# Recognized in the Learning and Development Industry

One of the top two trends from the 2014 Fortune 100 Best Companies to Work For includes a focus on employee development. Over the past year, our Enterprise Learning team has been recognized by the industry for their cutting-edge programs and strategic approach to employee development.

We ranked No. 48 on *Training* magazine's list of Top 125 Learning and Development organizations and No. 21 on *Chief Learning Officer* (CLO) magazine's Learning Elite list.

Our focus on localizing learning content, personalizing the learning experience and using an enterprise approach and mind-set has enabled us to align the most relevant content for our employees.

**Total Learning and Development Hours for Salaried Employees: 28.5**

**Total Learning and Development Hours for Hourly Employees: 44**



## Long-term Development Programs

Our three-year **Brand Leadership Development Program** is a rotational program designed to build brand general management capability through job experiences, formal training and senior leader mentorship. It is tailored to the individual based on previous experience and skill set. The development program includes rotations in Brand Management, Marketing and Customer Development.

Our **Financial Development Program** is designed to provide an exceptional foundation for a career in Finance/Accounting, with broad exposure to the organization via three one-year rotational assignments. The intent of this program is to both recruit and develop talented and motivated individuals who have the desire to own the finance strategy and build a career at ConAgra Foods.

Our **Research, Quality & Innovation Development Program** is designed to ensure the development of future leaders within this critical organization. The goal of this program is to increase knowledge and technical skills, while developing an understanding of our food, our consumers and our competitors.

Our **Certified Sales Program** is designed for our direct-from-campus retail representatives. The program provides structure for building professional sales capabilities and is designed as an online certification, containing eLearning, reading material, interactive quizzes and activities.

Each of these programs has a direct impact on our employees and helps place the right people in the right position within their area of expertise.

## Community Impacts & Philanthropy

# Impacting Child Hunger

## Doing Our Part to Make a Difference Through the Power of Food

Too many kids in this country struggle with hunger. We believe that, together, we can change this. In the U.S., 15 million children<sup>1</sup> do not have consistent, reliable access to the food they need; they also experience or worry about hunger before, during and out of school. This lack of nourishment negatively impacts their health and development, ability to learn, and overall happiness.

We cannot ignore the impact of hunger on the quality of life for families. We believe that business must be part of the solution. We have seen first hand how reducing the risk of hunger for children unlocks their true potential, and in turn, the future of their communities and our country overall.

That's why we are dedicated to working with our partners, both national and local organizations, and people that care across the country, to create a world where children grow up with the food they need to reach their full potential in school and life.  
[www.conagrafoods.com/our-commitment](http://www.conagrafoods.com/our-commitment)



Working together — ConAgra Foods and ConAgra Foods Foundation, customers, shoppers, employees — we can make an even bigger impact on child hunger.



<sup>1</sup> Household Food Security in the United States in 2014, ERR-194, USDA Economic Research Service (Sept. 2015).

## Community Impacts & Philanthropy

# Our Company

### Rallying Our Brands and Consumers to Lead the Fight



Our Child Hunger Ends Here code entry campaign continues to support and empower consumers to put millions of meals on the tables of children and families struggling with hunger. This initiative builds on our 20+ year commitment and partnership with Feeding America. Since the launch in 2010, we have donated more

than 33 million meals to Feeding America through the Child Hunger Ends Here campaign. Consumers easily participate by looking for the red pushpin and code on specially-marked packages of 22 ConAgra Foods brands, including Banquet®, Chef Boyardee®, Healthy Choice®, Hunt's®, and RO\*TEL®. For each eight-digit code entered at [ChildHungerEndsHere.com](http://ChildHungerEndsHere.com), the equivalent of one meal<sup>1</sup> is donated to Feeding America, the nation's leading domestic hunger-relief charity.



**WATCH IT:**  
Feed One More,  
Child Hunger Ends Here



<sup>1</sup>For every 8-digit code from participating products entered by 1/7/16, ConAgra Foods® will donate 10¢, the cost for Feeding America® to provide one meal through its network of local foodbanks. Every Friday through July 31, 2015, for every 8-digit code from participating products, ConAgra Foods® will donate 20¢. Maximum: 3 million meals. Guaranteed minimum donation: 1.5 million meals (\$150,000). Limit 5 code entries per person/computer each day. Valid in the United States only.

As a food company, we believe it's an imperative to reduce the number of children and families struggling with hunger. That's why the donations made through the Child Hunger Ends Here campaign are incremental to our food donations made on a regular basis.

Since 1998, more than 412 million pounds of donated food and has made its way to families in need through our partnership with the Feeding America network. [Click here for more information.](#)

## Shining the Light on Hunger



For the past eight years, the Omaha-Metro has joined ConAgra Foods to "Shine the Light on Hunger," part of the city's outdoor holiday festivities. During the holidays, the community enjoys a professional ice rink constructed on ConAgra Foods' campus, turning

the downtown location into a mini version of New York City's Rockefeller Center. It's a timely opportunity to educate the public about U.S. hunger and what everyone can do to help. The \$5 skate rental and ice fee goes directly to the Food Bank for the Heartland, along with nonperishable goods visitors are encouraged to bring. The ConAgra Foods Foundation matches donations dollar for dollar. The ice rink has become an annual tradition that not only raises funds but also provides safe family entertainment that allows people to have fun, give back and spread the word. In 2014, the community raised the equivalent of 1.5 million meals for Food Bank for the Heartland.



### Community Contributions: Leveraging Resources to Make a Bigger Impact

Fiscal Year	Total Contributions	Total Cash Contributions, Foundation and Corporate	Total Amount of Matching Grants	Total Amount of In-kind Donations	Number of Grants Made to Local Charities*
2015	\$55,204,075	\$15,174,186	\$130,873	\$40,029,889	274
2014	\$60,291,462	\$19,748,082	\$189,364	\$40,543,380	362
2013	\$41,284,122	\$19,236,757	\$112,219	\$22,047,366	160
2012	\$33,200,228	\$14,677,241	\$113,235	\$18,522,986	174

## Community Impacts & Philanthropy

# ConAgra Foods Foundation

### Investing in High-impact Nonprofit Organizations to Find Solutions

For more than 20 years, the ConAgra Foods Foundation has been putting hunger solutions within reach — for children and families — through partnerships and financial support of non-profit organizations. We are inspired by the opportunity to improve the quality of life for families and impact the lives of children struggling with hunger.

Together we can make child hunger a thing of the past!

The ConAgra Foods Foundation has a three-pronged strategy to addressing hunger, including feeding kids when they are most vulnerable, empowering families through programs that teach kids and families about nutrition and pursuing solution through research and other innovative programs.

In 1993, the ConAgra Foods Foundation made its first investment in child hunger to expand the Kids Cafe program. Today, the strategy has evolved to include partners that are engaged in a number of solutions from providing meals to supporting advocacy. We highlight some of those partnerships on the following pages.



JOIN US to help children and families thrive — one child, one meal, one champion at a time.



# Feeding America's Leadership Partner



Feeding America is the nationwide network of 200 food banks that leads the fight against hunger in the United States. In the fight to end child hunger, we have helped the national food bank system replicate and increase access to innovative feeding programs such as Hunger Free Summer, and built capacity at local food banks through investing in the Child Hunger Corps, a group of dedicated leaders who provide on-the-ground support in communities across the U.S. to assess needs develop and expand child hunger programs and monitor results.

The ConAgra Foods Foundation is in the midst of a \$10 million, 3-year commitment to Feeding America. This is on the heels of a \$10 million, 5-year commitment that led to the creation of many programs the Foundation continues to fund and expand today. As innovative investors in Feeding America's child hunger strategy, the ConAgra Foods Foundation was honored with Feeding America's highest partner recognition of "Leadership Partner."

## Envisioning a Better Tomorrow, Working Together

Building capacity  
in Food Banks to  
serve more kids



Investing in research  
to make better funding  
decisions for the future



Feeding kids  
when they are  
most vulnerable



## The Feeding America Network

**200** MEMBER FOOD BANKS

**1** NATIONAL OFFICE

**60K** FOOD PANTRIES AND MEAL PROGRAMS

**46M** AMERICANS SERVED ANNUALLY



## Expanding Summer Food Programs for Children at Risk



During the 2013-2014 school year, more than 21 million children qualified for free or reduced lunch; however, during the summer months, nearly 90 percent of children lost access to meals<sup>1</sup>. To both raise awareness of this increased risk of hunger during the summer, and to expand summer feeding programs in key communities, the ConAgra Foods Foundation has partnered with Feeding America since 2010 to implement the Hunger-Free Summer campaign.

At the outset, Feeding America set a five-year, network goal to reach 25 percent more children with meals during the summer months. In our first four years, that goal was far surpassed, increasing the number of children reached by 166 percent and expanding the number of Feeding America food banks operating summer feeding programs. As of 2014, nearly 100 Feeding America food banks have been able to leverage training, resources, tools and community partnerships to serve more than 98,000 children more than 3.7 million meals since the summer of 2010. In 2014, 26 food banks in 18 states earned ConAgra Foods Hunger-Free Summer grants, ranging from \$20,000-\$50,000.

### Inspiring Kids to be Awesome This Summer



#### WATCH IT: Kid President, Robby Novak

To engage consumers in the increased risk of hunger during summer months, ConAgra Foods partnered with Kid President, Robby Novak, to inspire Americans to take action so that kids can “be awesome this summer.” For every view, like or share of Kid President’s video, the ConAgra Foods Foundation donated the monetary equivalent of one meal<sup>2</sup> to Feeding America, the nation’s leading domestic hunger-relief organization, up to one million meals.

The summer consumer engagement program was the most successful yet, meeting or exceeding most measures and surpassing the goal to deliver 1 million meals through Feeding America (112% to goal.) The program was recognized by several national PR, digital and social media outlets, including PR Week’s Media Relations/PR Campaign of the year and the Gold Sabre in Brand Journalism.

<sup>1</sup> U.S. Department of Agriculture/FNS

<sup>2</sup> For every view, like or share of this Kid President video recorded on Twitter, Facebook, Pinterest, Tumblr and Google+ from May 22, 2014 through July 31, 2014, the ConAgra Foods Foundation will donate 11.1 cents, the cost for Feeding America to provide one meal through its network of local food banks. Minimum donation of 10,000 meals (\$11,111). Maximum donation of one million meals (\$111,111). Valid in U.S. only.

## Child Hunger Corps



This custom-designed initiative provides a two-year placement for budding leaders who have the enthusiasm to advance the child hunger agenda across Feeding America's national food bank network. The main objective of the Child Hunger

Corps is to increase the number of nutritious snacks and meals served to children in need in communities across the country. At the outset, Feeding America's goal was to have more than 30 Corps members placed in food banks over a five-year period ending in 2015. To date, 32 Corps members have been placed in food banks in 25 states from California to Maine.

### Child Hunger Corps Placements



Cohort 5: orange stars, prior host site: green stars



**"Through Child Hunger Corps' research and supportive efforts, Second Harvest was able to expand our Kids Cafe program by more than 50 percent from the original nine sites that launched in January 2012. The Child Hunger Corps has also been instrumental in updating and improving the nutrition education for the Kids Cafe program."**

Second Harvest Food Bank  
of Greater New Orleans and Acadiana

## Leveraging Research to Inform Action

Hunger is a complex issue and finding new and innovative solutions is an everchanging task. When we spot a gap in knowledge or encounter a blind spot seeking solutions, we do not hesitate to support research that can benefit the entire anti-hunger field. Our commitment to using research and evidence to guide our efforts helps us all make better investments and more effectively pursue solutions to child hunger.

### Map the Meal Gap

Map the Meal gap shows overall and child food insecurity rates county by county. **In 2014, Map the Meal Gap garnered more than 1.5 billion media impressions raising awareness of child hunger and its reach into every county in the U.S.** Through this research we learned that food insecurity rates among households with children are substantially higher than those found in the general population.

### Continuing to Lead

A great deal has been accomplished in our partnership with Feeding America over the past five years alone, and there is more work to be done. In 2014, we committed to continue as Leadership Partner in the fight to end child hunger. Over the next three years, we will build on the success of our programs, including Child Hunger Corps and Hunger-Free Summer, pushing the bounds of our collective understanding and capacity to find new solutions to child hunger.

## It Takes More Than Food to Fight Hunger



every county and parish through its network of 110 universities and more than 3000 local offices.

In 2014, ConAgra Foods Foundation partnered with the 4-H community to start Food Smart Families. The program trains 4-H teen leaders to teach peers, families and local community members about food choice and nutrition through events such as cooking workshops, grocery store tours and community dinners.

Last year, Food Smart Families provided more than 12,500 underserved youth and their families in five pilot states the knowledge and skills necessary to eat



healthier today and in the future. In 2015, the 4-H Food Smart Families program is expected to reach more than 19,000 in seven states. [Learn more under “Helping Families Plan, Shop for and Cook Healthy Meals.”](#)

## Defining the Standard for Nutrition Interventions

**GENIE™**  
**Guide for Effective Nutrition Interventions and Education**

Academy of Nutrition and Dietetics  
Academy of Nutrition and Dietetics Foundation

based tool to help nutrition education practitioners design high-quality and effective programs.

GENIE, the Guide for Effective Nutrition Interventions and Education, is a first-of-its kind, simple, practical and evidence-

GENIE came about in 2014 after years of investing in nutrition education programs across the country had taught us that it can be hard to assess what an effective nutrition education program should look like. Working in partnership with our in-house nutrition team, we went to the experts in nutrition — the Academy of Nutrition and Dietetics (A.N.D.) — and asked for help in defining what good nutrition education looks like and in creating a tool for the community at large. [Learn more. “Improving the Quality of Nutrition Education.”](#)

This spring, GENIE was put to the test — the A.N.D. Foundation worked with five Feeding America food banks, using GENIE as a guide to improve their nutrition education programs. Leveraging the tool, the food banks improved in each of GENIE’s nine quality criteria categories — categories such as Program Content, Instructional Methods, and Evaluation. Overall, the food banks’ programs improved from pre-assessment scores of 65 percent to post-assessment scores of 90 percent.

## Foundation Programs – Employees Pursue Passion to Nourish Communities and Make a Difference

We continue to support nonprofit organizations where our employees live and work through a variety of grants and financial contribution programs:

- The Nourish Our Community program is now in its twenty-first year. It provides grants to various employee-nominated organizations and each request is reviewed by a committee representing a cross-section of employees from different departments & business lines. In 2014, the committee selected 19 grants with a cumulative total of \$300,000. Our employees are proud to serve together on a committee to learn more about the range of community needs that exists where ConAgra Foods' facilities are located. In addition, the employees are able to support a diverse set of nonprofit organizations ranging from volunteer rescue squads to hunger relief organizations.
- Our Dollars for Doers program enables ConAgra Foods Foundation to make a financial contribution on behalf of employees after 40 hours of service are completed. In addition, the Matching Gifts program boosts an employee's personal financial gift with a matched contribution to a charity of his or her choice in post-secondary education, hunger relief, health and wellness, nutrition education and community development.



**“I want to thank the Foundation for this generous grant. This money will help us feed more students and expand the program. I am so proud to work for a company that sees the need to invest in our local communities and the children, which are our future. From the bottom of my heart, I am grateful and so is Back Pack Blessings. THANK YOU!!!!.”**

ConAgra Foods Employee

## Community Impacts & Philanthropy

# Our People

## Dedicated to Service — How a Day Turned into a Month



It started as a day of service, then a week of service, and in 2013, turned into a month of service. In April 2015, we dedicated a month (and then some) for employees across the country to do good in the communities where we live and work. ConAgra Foods employees volunteered

more than 8,000 hours during our month of service in 2015. More than 3,000 employees took part to pack more than one million meals in the [Kids Against Hunger](#) events alone. Whether packing meals, sorting food, planting trees, tilling community gardens or other acts of service, employees across 42 different locations donated their time — thousands of hours — and their talents to the issue of hunger. Volunteerism is a focus in April but service does not stop then.

ConAgra Foods employees actively engage in our hunger fighting efforts throughout the year, supporting our company's signature cause. They also lend a hand for other causes they care deeply about like environmental causes, health and child advocacy. Engagement ranges from hands-on help to get the job done, to leveraging skills and talents to enhance efficiency and effectiveness of operations.

[Learn more.](#)



**WATCH IT:**  
2014 ConAgra Foods Employees Month of Service

## Our Employees “Turn Orange” to Raise Awareness of Child Hunger

Each year, we strive to find new ways to engage our employees in the fight against child hunger. Our efforts are working, and there are more ideas on the way for 2016 and beyond. We know our employees care, and we are very proud to support their efforts to give back more.

September is Hunger Action Month, when nonprofit hunger-relief organizations unite to urge individuals to step up and speak out against hunger — one of the nation's most pressing issues. Why? Because hunger needs a voice. It isn't easy to spot hunger in America. There are 48 million Americans who aren't sure when or from where their next meal will come (including 15 million children<sup>1</sup>.) They are our neighbors, co-workers and friends who suffer in silence.

Whether it's advocating and raising awareness, making donations or volunteering, our employees tirelessly find ways to give hunger a voice.



<sup>1</sup>Household Food Security in the United States in 2014, ERR-194, USDA Economic Research Service (Sept. 2015).

# Employees Sharing Skills – Empowering Families Through Financial Education

There are many factors that can cause a family to experience hunger or food insecurity. While there is no one solution, having financial literacy and budgeting skills to address food insecurity is proven to help families improve their quality of life. Wanting to be part of a solution, Theresa Mathison, senior financial analyst and Susan Stinnett, senior director of tax at ConAgra Foods created “Finance Matters: Saving Smart, Spending Smart” to address the urgent need for financial education for local Omaha families. In partnership with Head Start, a national government organization that offers education classes to parents in local communities, Theresa, Susan and their team designed a curriculum for parents with children attending Omaha Public Schools.

Twice a year, parents can attend a 5-week course on basic budgeting and financial skills. To provide the most relevant information, the content of each class changes to meet the needs of those attending. Four years into the program, the class graduates 10 individuals per session. Participants are also invited to continue their education by attending other Head Start courses on nutrition and cooking.



Mathison feels these families reap the most reward though, from realizing how knowledge and empowerment can help them do more with the money they have.

The team has since been invited to run financial education classes at the Omaha Learning Exchange, which will enable them to share their financial skills with a greater number of families. Future plans for the team involve increasing application with the Hispanic community with the addition of more bilingual volunteers, working on ways to measure the success of the program with pre-and post-session surveys as well as rolling out the program to other businesses in the area in hopes of empowering even more families.

**“We knew it was an issue in our community, but we didn’t realize how much of a need there was until we put a solution out there. I don’t think many of our clients even realized how much they needed it either, until interest was solicited.”**

Theresa Mathison,  
Senior Financial Analyst, ConAgra Foods

## Community Impacts & Philanthropy

# Our Partners

## Leading the Fight to End Child Hunger

### Engaging Youth Service, Inspiring Future Leaders

As part of the ConAgra Foods Foundation's commitment to engage youth in the movement to end child hunger, we served as a lead partner for generationOn's *Make Your Mark on Hunger* campaign in spring 2015. Over a six-week period, generationOn challenged kids and teens to Make Their Mark on Hunger through meaningful hands-on service in their communities. To add incentive, ConAgra Foods committed to donate the monetary equivalent of one meal to Feeding America for each youth engaged in service, up to 20,000 meals.

Throughout the campaign, young leaders across the country learned about the issue of child hunger enabling them to take a leadership role in increasing awareness of the issue with their peers, schools and communities, and engaged in hunger fighting efforts and service in their communities. During the month of April, the Foundation provided grants to 100 youth and teens from across the country to complete child hunger focused service projects in local communities.

When faced with a challenging reality like the staggering facts of child hunger in America, we're inspired by the way kids jump into action to help their friends, neighbors and peers. The pure simplicity of kids helping kids in need is what moved ConAgra Foods to partner with Soul Pancake, a popular YouTube channel. Interviews with kids captured



their candid reactions to the issue of child hunger and their creative and heartfelt responses for ending hunger in their own communities. Soul Pancake shared [the interviews in this video](#), which kicked off National Service Month, as a way to inspire all ages to get involved locally to fight child hunger in the U.S. The video engaged consumers, who were central to the success of the program, as they viewed and shared the video almost half a million times.

- 47,247 people participated in the *Make Your Mark on Hunger* Campaign



**WATCH IT:**  
Kids Respond to Child Hunger  
in America

- Collectively, participants spent 1,629,166 hours of service engaged in the campaign
- Service took place across all 50 states and 10 countries
- Participants collected, donated or served 187,640 pounds of food
- More than 5 million media impressions helped raise awareness of the issue

## Putting the Here in Child Hunger Ends Here – Making a Difference in Our Own Backyard

Food insecurity or hunger is a national and even global issue that exists in every community, including Omaha, Neb., where ConAgra Foods' world headquarters is located. In December 2013, ConAgra Foods and the ConAgra Foods Foundation initiated — and continues to invest in — a plan to significantly reduce food insecurity in our backyard. The goal of the collective impact initiative is to pilot test programs that connect evidence-based interventions, measure results and develop the insights, systems and expertise needed to replicate the learning across the country.

Taking a similar approach to the way we would address a business issue, we did our research. We went to the experts for help determining which evidence-based interventions could — with strategic investment — address hunger in our community.

We brought the right partners together and invested grants in both the individual organizations that impacted the interventions, and in infrastructure to help the groups work together to drive positive change.

We developed a plan that included feeding kids and helping families build toward self-sufficiency. We set a bold goal to reduce child food insecurity in the Omaha metro area by 10% over three years. We are measuring and monitoring to track progress and record any learning that can help other communities.

Eighteen months into this effort, we continue to learn from both our successes and our failures, which we see as failing forward. A collaboration among the three largest food pantries in the area, and wins in financial training, particularly education targeted at single mother households are promising. We're still working on improving our communication, focusing on better coordination among the right key players and improved goal sharing. Our goal of reducing child food insecurity by 10 percent in such a short period of time certainly is ambitious; however, it is consistent with the ConAgra Foods Foundation's penchant for authentic, innovative approaches to the issue of child hunger. We are committed to seeing this through, learning and sharing along the way so that others may benefit from our experience.



[Download the infographic](#) to learn more about the plan.

# Better Planet

# 2020 Sustainability Vision

## Focusing on What Matters Most

ConAgra Foods' sustainability goals address the environmental issues that are most material to our business: climate change, water resources, eliminating waste, sourcing materials and services and long-term access to materials. We also believe that collaborating with others to manage these issues is critical to creating a sustainable global food supply. Climate change affects agricultural industries throughout the world and is fundamentally changing how we manage energy use in our facilities. The availability of clean water is essential to how we prepare food and critical to the farmers that grow our raw ingredients. Preventing waste — particularly food waste — is an important measure of our operating efficiency and an emerging social and environmental issue.

Our 2020 Sustainability Vision outlines measurable objectives for the next several years. We're focused on working against two business strategies: first, striving to eliminate waste of all kinds — energy, water and materials — to improve efficiency in our operations; second, ensuring we have long-term access to the resources required to make our products through sustainable sourcing programs.



**WATCH IT:**  
Learn more about our  
2020 Sustainability Vision

## ConAgra Foods' Sustainable Development Awards Program

ConAgra Foods' Sustainable Development Awards program continues to be the cornerstone for engaging employees, recognizing the most outstanding sustainability innovations and sharing best practices across the organization. This year, employees submitted over 80 award applications describing projects that significantly reduced our environmental impact while cutting costs by more than \$70 million, proving again that sustainability delivers tangible business results.

### Sustainable Development Award Project Results

	2015	total since 2009
Decreased carbon footprint	11,600 metric tons	166,000 metric tons
Conserved water	97 million gallons	2.7 billion gallons
Solid waste diverted	30,000 tons	191,600 tons
Solid waste reduced	58,700 tons	84,400 tons
Packaging reduced	7,500 tons	29,000 tons
Cost savings	\$70.5 million	\$218 million



## EcoManiacs in Action

The EcoManiacs, our Sustainability Resource Network, is comprised of employees passionate about the environment who are working together to raise awareness and change behavior for the good of our business and the planet. This year, the EcoManiacs hosted several educational webinars highlighting topics such as recycling, composting and homeowner energy efficiency. The team also united employees in celebrating Earth Day and America Recycles Day with environmentally-focused volunteer activities such as tree planting and trail clean-up events at locations throughout the company.



**“**ConAgra Foods' sustainability efforts continue to evolve year over year. We're driving engagement across all levels of employees at multiple locations, while challenging teams to collaborate in new ways.**”**

Gail Tavill, vice president,  
Packaging and Sustainable Productivity

# Environmental Management

As outlined in our global Environment, [Occupational Health and Safety Philosophy statement](#), signed by CEO Sean Connolly in 2015, ConAgra Foods is dedicated to making the food people love in an environmentally responsible way. To further demonstrate our commitment to complying with environmental laws and regulations and to protecting natural resources, we also released and communicated five environment and sustainability policies: Environmental Policy, Compliance, Climate Change, Water Stewardship and Resource Conservation.

Compliance with federal, state and local environmental laws and regulations provides the foundation for our sustainability programs. Through the implementation of a robust Environmental Management System, we proactively manage environmental issues and share best practices among our facilities around the world. Furthermore, environmental compliance is routinely assessed through internal environmental audits. When compliance issues arise, our team of environmental professionals works closely with the affected facility to educate and develop effective action plans and track findings to resolution.

In FY15, ConAgra Foods received 35 Notices of Violation (NOVs) and paid a total of \$453,826 in environmental fines. A significant amount of the fines — \$425,000 — resulted from one settlement agreement for air emission non-compliances that occurred in 2011 and 2012 at a facility that was owned by Ralcorp Holdings at the time of the non-compliance. Approximately 60 percent of the NOVs received in FY15 were issued due to exceeding wastewater permit parameters. The remaining NOVs primarily resulted from air permitting and storm water deficiencies.



Orville Redenbacher's popcorn production plant in Rensselaer, Indiana.

## CONTEXT

# Climate Change & Energy Efficiency

Climate change remains one of the food industry's most significant environmental challenges, impacting our agricultural supply base, potentially threatening our water supply and fundamentally altering growing regions as we now know them. Agriculture is highly dependent on specific climate conditions — such as temperature and precipitation — determining the viability and yield of crops. Though understanding the specific effect on our food supply is complex — mired in variability and uncertainty — climate change has the potential to fundamentally change how we source ingredients. These issues, combined with efforts to transform transportation and industrial sectors to reduce greenhouse gas emissions, make climate change an issue that must be addressed today to build resiliency in the future.

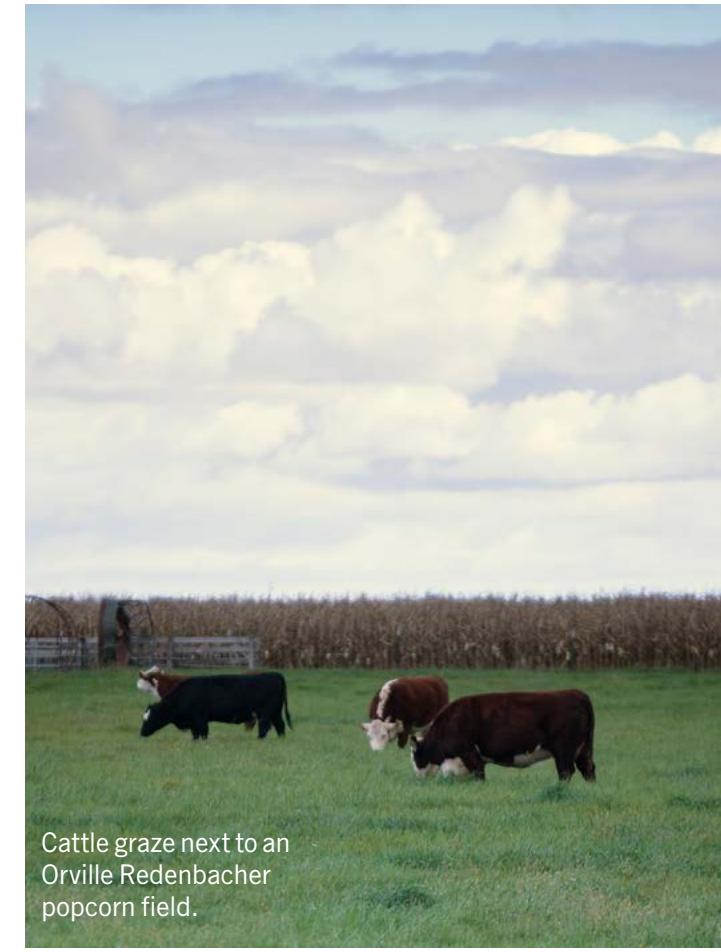
## Our Management Approach

Our greenhouse gas management program is founded on an understanding of facility-specific emission sources to enable strategic decisions regarding reduction opportunities. Because about 92 percent of ConAgra Foods' GHG emissions result from natural gas and electricity use, reducing greenhouse gas emissions and improving energy efficiency are essentially one and the same. With a very diverse product portfolio, there's a wide range of energy required to prepare different foods.

For example, it takes far less energy to put Orville Redenbacher® popcorn seeds in a bag than it does to steam peel and can our Hunt's® tomatoes. This kind of insight allows us to make strategic decisions about where and how we focus our resources. We know that steam, compressed air and freezing systems are energy intensive, so we look for opportunities in facilities with one or more of these systems. For example, our Lamb Weston frozen potato

facilities blanch, cut, and freeze their products, making them a big energy user in our portfolio. For this reason, we have Environmental and Energy managers in each location working to improve efficiency. However, this doesn't mean that we ignore the smaller sites. Many of the best practices and technologies we implement in our more energy intensive sites can be applied on a smaller-scale at our other facilities. At the end of the day, no matter what we're making, we want our processes to be as energy efficient as possible.

We report progress towards annual GHG emission reduction goals to our operations leadership team as part of the period review, along with other sustainability metrics. Progress towards these goals is included in operations leadership, plant management and other key individuals' performance appraisals.



Cattle graze next to an Orville Redenbacher popcorn field.

## 2020 Vision: Address Climate Change through Energy Efficiency and Innovation

- Reduce GHG emissions by 20 percent per pound of production<sup>1</sup>

<sup>1</sup> From baseline levels in 2008

## CDP Climate Change Disclosure

ConAgra Foods has responded to the CDP's Climate Change disclosure since 2008, providing detail on the business risks and opportunities related to climate change. Our responses are publicly available on the [CDP website](#).

### Reducing Greenhouse Gas Emissions Throughout the Value Chain



Sustainable Agriculture



Supplier Engagement & Sourcing



Transportation & Distribution



Operations



Product Packaging & Innovation

Reducing emissions on the farm by implementing sustainable practices to reduce tillage, field passes of farm equipment and nutrient application.

Collaborating with suppliers to identify opportunities to reduce green house gas emissions from ingredient and material sourcing.

Improving how we deliver our food by optimizing pallet configuration, increasing fleet efficiency and exploring alternate modes of transporation.

Driving green house gas reductions by improving energy efficiency through capital investments and behavior-based programs.

Reducing design-driven green house gas emissions through process innovation and packaging sustainability.



## Just Clean It

Recognizing that operating efficiently looks different off-season than during fresh pack, our canning facility in Dresden, Ontario, took a common-sense approach to right-sizing motors based on production demands. During the 6 to 8 week, peak fresh-pack season, Dresden's sanitation system required a larger horsepower system than for the production demands outside of fresh-pack. Historically, the facility used the oversized system during the off-season. By installing a new smaller horsepower motor that was appropriately sized for operations the rest of the year, the facility reduced electricity use by 4 percent annually.

**4 percent**  
annual reduction in electricity use



## It's Getting Steamy

A team at our frozen foods plant in Russellville, Ark., leveraged internal and external resources to identify cost-effective ways to improve steam system efficiency. The facility conducted a steam-system audit to identify opportunities to reduce heat loss which led to the installation of 2,700 linear feet of pipe covering and stainless steel jacketing as well as the replacement of 11 failed open steam traps. The facility significantly reduced heat loss and reduced their greenhouse gas emissions by 1.4 percent.

**1.4 percent**  
reduced greenhouse gas emissions

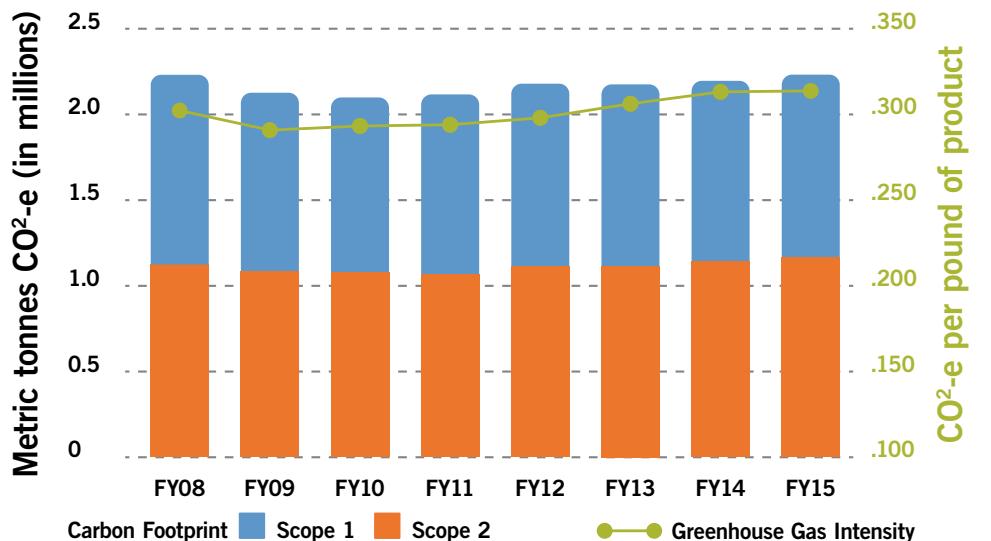
# Scope 1 & 2 GHG Emissions

**2020 Vision: Reduce greenhouse gas emission by 20 percent per pound of production.**

ConAgra Foods is committed to reducing GHG emissions by 20 percent per pound of production by 2020. In FY15, our Scope 1 and 2 greenhouse gas emissions were about 2.1 million metric tons. Our total Scope 1 and 2 emissions have remained constant since FY08. Our GHG intensity — or emissions per ton of product produced — has increased 3.5 percent since FY08. About 92 percent of our greenhouse gas emissions come from our use of natural gas and electricity.

To drive progress toward our greenhouse gas reduction goal, we have begun to include business unit greenhouse gas reduction targets in performance appraisals for leadership at both corporate and plant levels. This initiative is based on site-specific, year-over-year greenhouse gas reduction goals. In support of this, many of our facilities integrate greenhouse gas reduction strategies into the annual site master planning process. It is management processes like these that are increasing accountability throughout our organization while driving greater employee awareness and engagement.

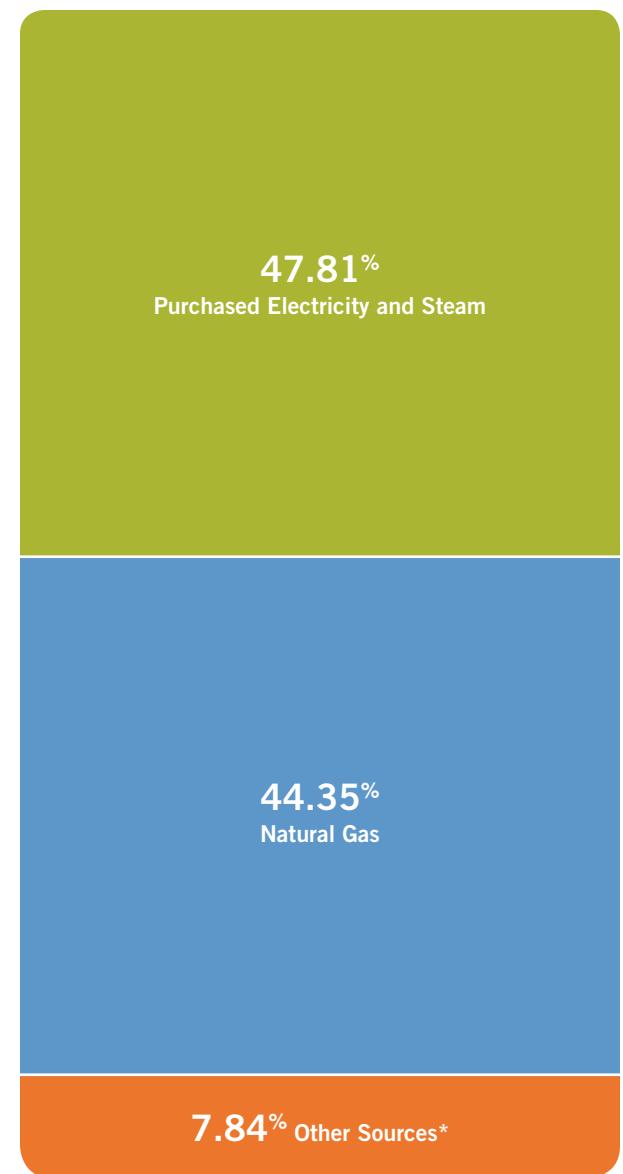
## Carbon Footprint & Intensity



[View Data Summary](#)

## Greenhouse Gas Emissions by Source

Percent of total Scope 1 & 2 emissions



\*Including other fuels, owned transportation, refrigerants and agricultural emissions.

# Scope 3 GHG Emissions

ConAgra Foods also reports on select Scope 3 GHG emissions where:

- Data are reasonably available
- Emission factors are accurate and based on sound science
- The value and insights gained from the information outweigh the costs of gathering the data

## Keeping Valuable By-Products Out of Landfills Reduces Emissions, Too

Beginning in FY12, we put rigorous systems in place to track landfill and material diversion data from all of our facilities, using more than 15 descriptive categories that are aligned with the [Environmental Protection Agency's Waste Reduction Model \(WARM\)](#). This tool enables us to better understand the life cycle GHG emissions associated with how we managed these materials, allowing us to quantify benefits of finding the highest-value home for them outside of landfills. During FY15, we estimate Scope 3 GHG emissions associated with sending waste materials to landfills to be 9,798 metric tons. Our achievement in diverting 94 percent of materials from landfill avoided 112,242 metric tons of Scope 3 GHG emissions<sup>1</sup>.

<sup>1</sup>Compared to landfilling all waste and by-products generated

**“By repurposing or recycling what used to be thought of as waste into ‘by-products’, we’ve avoided more than 165,000 metric tons of GHG emissions from landfills.”**

## Upstream Transportation & Distribution

Farm-to-fork transportation and storage of raw materials, ingredients and finished products contribute to the total life cycle environmental footprint of our food. Our reported transportation data include those that ConAgra Foods influences directly, either by contracting with carriers or by using fleet vehicles we own or lease. This primarily includes transportation used to move finished products to customers' distribution centers, though there are some exceptions when we manage the transportation of raw ingredients. More than 97 percent of our transportation is contracted, and the emissions of those vehicles are categorized as Scope 3 GHG emissions in accordance with the World Resources Institute and the World Business Council for Sustainable Development Greenhouse Gas Protocol.

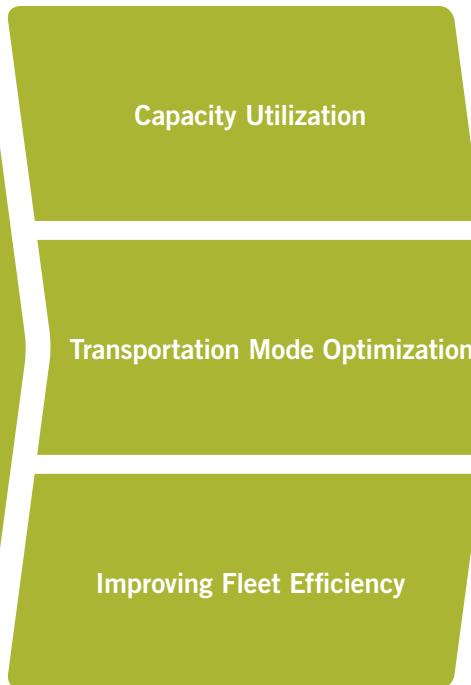
We are working aggressively with our transportation business partners, distributors and customers to improve transportation efficiency and reduce greenhouse gas emissions. We rely on a variety of contracted transportation services including rail cars, intermodal, trucks and ocean freighters to meet the inbound and outbound transportation requirements for our food. In addition, ConAgra Foods' J.M. Swank® distribution business owns and operates a private fleet and contracts with many third-party carriers to service other segments of the food processing industry. Whether contracted or owned, ConAgra Foods is focused on improving the efficiency of every mode of transportation it uses.



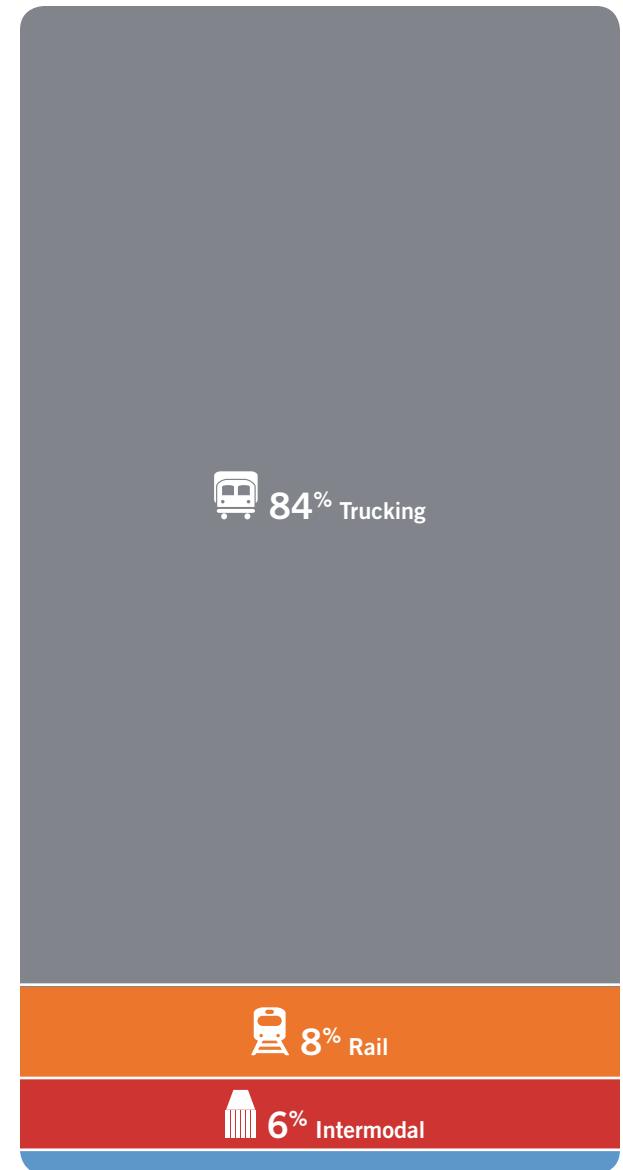
# Sustainable Transportation Strategy

ConAgra Foods' comprehensive sustainable transportation strategy focuses on improving efficiency in three ways. First, we are continuously improving pallet efficiency by optimizing package size and orientation to fit the most products on each shipment. Second, we evaluate available modes of transportation and seek to use the most efficient method. For example — though still a small part of our transportation footprint — we've

increased the amount of product moved using intermodal transportation by more than 40 percent compared to FY08. Lastly, our contracted carriers are continually upgrading their fleets to improve efficiency, including trucks equipped with battery-powered auxiliary systems and aerodynamic fairings. Combined, these efforts ensure we're moving our products in the most efficient way possible, reducing costs and cutting greenhouse gas emissions.



## FY15 Transportation Footprint as a percent of volume moved



6% Intermodal



8% Rail



84% Trucking

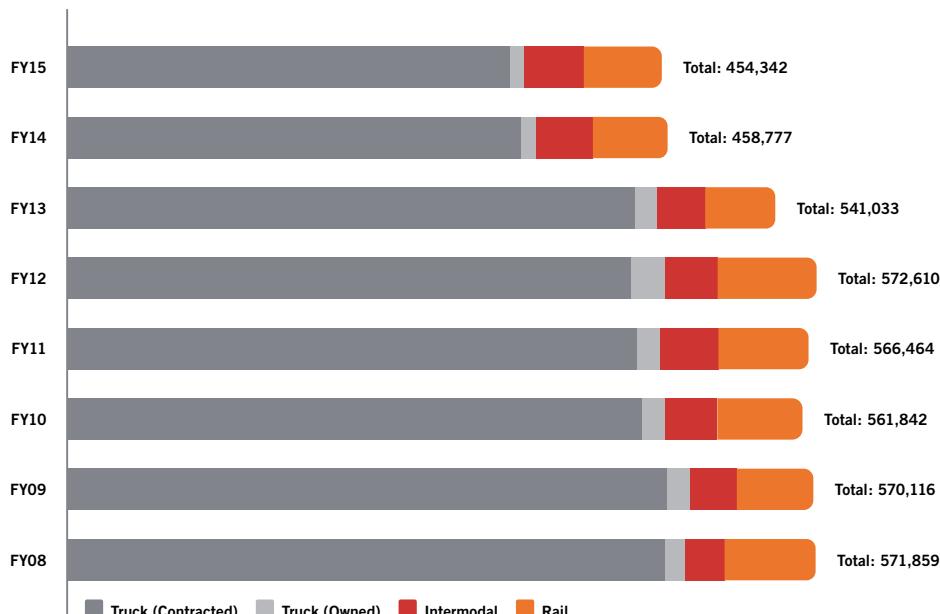


2% Ocean

# Sustainable Transportation Strategy

## Transportation GHG Emissions<sup>1</sup>

by mode, metric tons



## A Road Less Traveled

Previously, Hunt's® tomatoes and pasta sauces were made in Newport, Tenn., and shipped 2,900 miles for distribution and sale in Canada. During FY15, we transitioned to making these products at our tomato fresh-pack and canning facility in Dresden, Canada. This change allowed us to reduce miles and optimize transportation modes, significantly improving transportation efficiency. In total, the project shortened the distance between production and distribution facilities by 800 miles, eliminating 1.4 million miles from our transportation network and reducing Scope 3 GHG emissions by 2,100 metric tons.

**1.4 million miles  
eliminated from transportation network  
reducing GHG emissions by  
2,100 metric tons**

<sup>1</sup> Greenhouse gas emissions not calculated for ocean freight because mileage is not available.

# Energy Use & Efficiency

About 96 percent of our Scope 1 & 2 greenhouse gas emissions result from our use of natural gas and electricity. Therefore, we track energy use at the facility level on a monthly basis and provide regular reports to management, sharing progress toward our greenhouse gas reduction goal. Many of our locations also track these metrics on a daily or weekly basis, making energy use a key performance indicator for daily operations.

## Natural Gas Use


[View Data Summary](#)

Between FY08 and FY15, we increased our total electricity use by 1 percent and decreased natural gas use by 3.8 percent. Our energy intensity — or energy use per pound of product produced — remained relatively flat for natural gas, decreasing by 0.5 percent, and increased for electricity 4.4 percent. To further drive accountability in improving energy efficiency, we've added site-specific GHG reduction goals to the performance expectations of senior leadership and managers throughout the company.

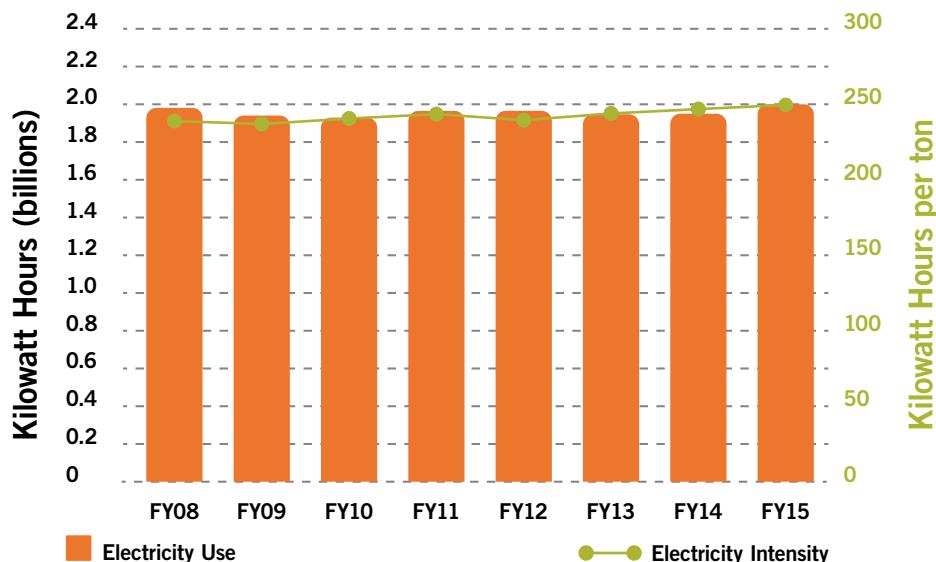


## Now You See It, Now You Don't

The Green Team at our Lamb Weston potato facility in Richland, Wash., set their sights on energy savings, making a focused effort to reduce electricity use with low-cost lighting controls. Realizing an empty, fully-lighted room is a room full of wasted energy, the team took on a complete audit of the facility and identified 56 rooms — equipped with 314 fixtures and 919 lamps — using a total of 258,000 kWh of electricity per year. Installation of motion sensors resulted in a 48 percent improvement in affected rooms, delivering a 0.2 percent reduction in facility energy use.

# Energy Use & Efficiency

## Electricity Use


[View Data Summary](#)


## ENERGY STAR®

The number of ConAgra Foods facilities achieving ENERGY STAR® certification from the U.S. Environmental Protection Agency (EPA) continued to grow during FY15. Our latest class of ENERGY STAR achievers includes nine operations, two of which, Ogden, Utah, and American Falls, Idaho, earned the honor for the first time. Our 2014 ENERGY STAR recipients helped mark the 15th anniversary of this recognition program and included five frozen potato facilities – American Falls, Idaho, Park Rapids, Minn.\*, Quincy, Wash., Richland, Wash., and Warden, Wash.\*, – and four cookie and cracker facilities – Ogden, Utah, Ripon, Wis., South Beloit, Ill., and Tonawanda, N.Y. The facilities receiving ENERGY STAR certification perform in the top 25 percent of similar operations nationwide for energy efficiency, serving as examples of what we can all achieve when working together.

\*Owned by joint venture

## CONTEXT

# Water Resources

Water is undoubtedly among the planet's most critical resources. With agriculture accounting for approximately 80 percent of consumptive water use in the U.S., our suppliers and contracted growers depend on the availability of clean water to grow crops and produce the raw materials needed for making our food<sup>1</sup>. Our own facilities rely on access to clean water to operate, prepare food on a commercial scale and ensure that our equipment meets or exceeds food safety and quality standards.

## Our Management Approach

Our water resource strategy guides how we actively manage water resources across the value chain and factors in both water use and water quality. For each of our manufacturing facilities, we track direct water use on a monthly basis, tracking progress towards site-specific, year-over-year reduction goals that are set as part of the annual planning process. Having a very diverse product portfolio, there's a wide range of water used to prepare different foods. Therefore, our facilities water use reduction goals vary based on opportunity. For example, some of the foods we make — such as peanut butter — requires very little process water. Others are much more water intensive, either in actual food preparation or sanitation requirements. This kind of insight allows us to make strategic decisions about where and how we focus our resources.

We report progress towards annual water use reduction goals to our operations leadership team as part of the period review, along with other sustainability metrics. Progress towards these goals is included in operations leadership, plant management, and other key individuals performance appraisals.

To manage indirect water resources in our supply chain, we are collaborating with our contracted potato and tomato farmers to implement best practices for water conservation and water quality management. Our long-term relationships with these farmers and material influence in the U.S. marketplace positions us to make the most impact in these areas. Learn more in the [Good Food | Sustainable Agriculture](#) section.

## 2020 Vision: Reducing Water Use and Address Water Risk

- Reduce water use by 20 percent per pound of production<sup>2</sup>
- Continue to monitor changes in water availability and quality in the areas where we operate

<sup>2</sup>From baseline levels in 2008



## Using Water Efficiently

With California facing one of the most severe droughts on record, our tomato fresh-pack facility in Helm, Calif., called for a flood of ideas to further improve water use efficiency. Acting on a sense of urgency, the facility maximized use of tomato reclaim water by adding a holding tank with pump, piping and hoses to the tomato dump and flume area while closing and locking all freshwater pipes and valves. All employees first used squeegees, shovels and brooms to keep the plant clean. Together, their efforts reduced freshwater use by more than 40 percent.

**40 percent**  
reduction in freshwater use

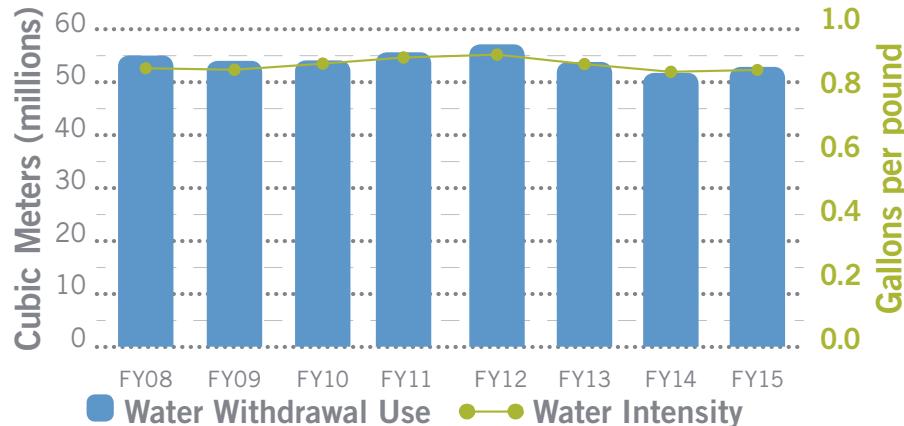
<sup>1</sup> United States Department of Agriculture Economic Research Service

## 2020 Sustainability Vision for Water

**2020 Vision: Reduce water use by 20 percent per pound of production by 2020.**

In FY15, ConAgra Foods decreased its total water use by 3.89 percent compared to FY08. Our water intensity — the water we use per pound of production — also decreased by 0.6 percent during this same period.

**Total Water Withdrawal & Water Use Per Ton Of Product**



[View Data Summary](#)



### Brine Water Recovery

After brainstorming conservation opportunities, the team at our DAVID® facility in St. Louis, Mo., implemented a low-cost solution to reuse brine water. Sunflower seeds are soaked in a salt-water brine before being roasted; previously the brine was used once and discharged as a wastewater. By installing a system to reuse the brine water — using the same salt water to soak multiple batches of sunflower seeds — the facility reduced water use by 5.9 percent.

**5.9  
percent  
reduction in water use**



### When Less is More

Proving that food safety and water conservation can go hand-in-hand, our team in Irapuato, Mexico extended the Hunt's® and Del Monte® ketchup line sanitation cycle to reduce facility water use by 0.6 percent. The team performed microbiological tests on their Hunt's® and Del Monte® ketchup line to ensure cleaning effectiveness of the clean-in-place (CIP) sanitation cycle. After successful testing and validation, Irapuato extended ketchup line sanitation cycles from every 24 hours to 144 hours, saving more than 570,000 gallons of water annually and increasing production time by 128 hours each month.

**570,000  
gallons  
water saved annually**

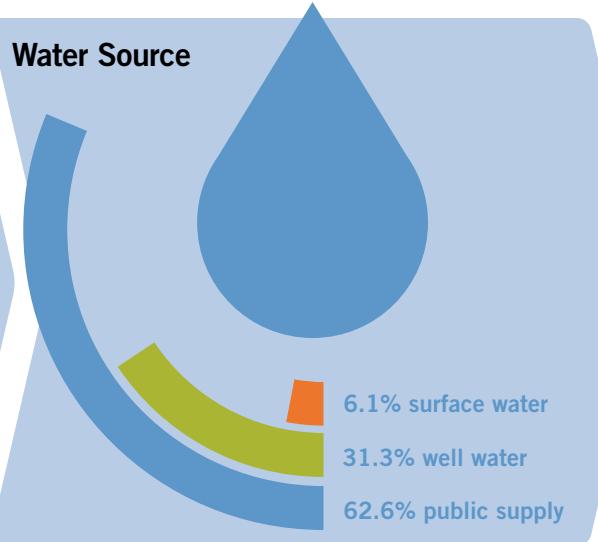
# Water Withdrawal Source, Water Use & Wastewater Discharge Destination

## Moving: Moving Raw Ingredients

We use water to move some ingredients through our facilities. For example, tomatoes are unloaded from trucks coming straight from the farm and put into flumes, where they float to our steam peelers. Flotation helps to protect the tomatoes from damage, allows us to better sort them for best use in our products, and cleans them of soil and stems.

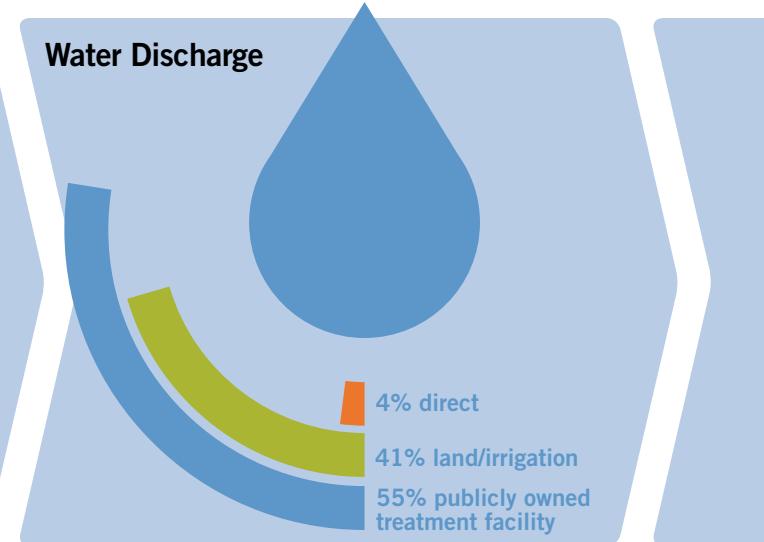
## Washing: Preparing Ingredients

Many ingredients such as potatoes and beans need to be washed before they are cooked, just as they would at home.



## Cooking: Cooking Food

Whether we are blanching beans, cooking pasta or steam peeling tomatoes, we use water and steam to cook food.



## Cleaning: Sanitation

Keeping our food safe requires a rigorous sanitation schedule. Water is used to routinely clean our facilities, kitchens and preparation areas.

**More than 40 percent of the water we use in our facilities is recycled and used for irrigation at neighboring farms, returning a significant portion of the water to beneficial agricultural use.**

## Direct Water Risk Exposure

Water-related risks can be particularly threatening to the food industry, with a global supply chain intensely dependent on the availability of clean water to grow ingredients. Managing water risk — both at our own facilities and those embedded in our supply chain — is critical to ConAgra Foods' long-term business success.

The extremes in water crisis over the past several years have demonstrated how water is indeed a critical local issue, with potential for global consequences. Historic flooding of the Missouri and Mississippi Rivers in the central United States in 2011 was followed by record-setting droughts the following year. In fields that were completely washed out by flooding just a year prior, cornstalks struggled to grow, turning brown due to the lack of water. At the close of FY15, we faced one of the most severe droughts on record in the State of California, where 95 percent of the tomatoes in the United States are grown, including those used

in Hunt's® ketchup and other ConAgra Foods' products. These realities prove that managing water risk is an integral part of business planning.

ConAgra Foods has responded to the [CDP Water Program](#) since its inception. Our publicly available responses provide information to the global marketplace on investment risks and opportunities associated with water risk.

For the past five years, we've mapped each of our facilities against areas of watershed stress. Since FY14, we've utilized the World Resources Institute's Aqueduct Water Risk Atlas, which considered twelve key indicators of water risk to create global overall water risk maps. Risk indicators include: overall physical risk (quantity & quality), baseline water stress, inter-annual variability, seasonal variability, flood occurrence, drought severity, upstream storage, groundwater stress, return flow ratio, upstream protected

land, regulatory & reputation, media coverage, access to water, threatened amphibians.

Overall water risk results from the tool show 7 percent of our facilities as low risk, 43 percent as low to medium risk, 47 percent as medium to high risk, and 3 percent as high risk. These 3 high risk locations represent just over 1 percent of our total annual direct water use.

Despite the fact that much of our water use is from facilities located in areas of low to medium water risk, effectively managing water resources — both in terms of water use efficiency and wastewater discharge quality — is one of our top sustainability priorities. In the years ahead, we plan to take our analysis beyond the Aqueduct Water Risk Atlas and leverage knowledge of local watersheds and regulatory environments to better understand our risk exposure.

**ConAgra Foods is committed to continuing to monitor and mitigate water risk in our operations and supply chain.**



### Cool Idea on Reducing Water Use

Our frozen foods facility in Council Bluffs, Iowa uses heat exchangers to cool the temperature of sauces used in frozen meals. Previously the water ran continuously through the heat exchangers in the kitchen during production. The team identified a low-cost opportunity to install valves that limit the flow of the water to only when sauce was actively being pumped, reducing water use by 9.8 percent.

**9.8 percent  
reduction in water use**

# Water Risk by Location & Percent of Total Water Use

**As Percent of Total Water Use**

**1.1%** High

**37.6%**  
Medium to High

**44.3%**  
Low to Medium

**17.0%**  
Low

## High Risk 3 locations, 1.1% of total water use

- Azusa, Calif.
- Quincy, Mich.
- South Beloit, Ill.

## Medium to High Risk 41 locations, 37.6% of total water use

- American Falls, Idaho
- Archbold, Ohio
- Battle Creek, Mich.
- Brookston, Ind.
- Carol Stream, Ill.
- Cedar Rapids, Iowa
- Chicago, Ill.
- Cranbury, N.J.
- El Paso, Texas
- Fresno, Calif.
- Fridley, Minn.
- Grand Rapids, Mich.
- Hanover, Pa.
- Helm, Calif.
- Indianapolis, Ind. (2 locations)
- Irapuato, Mexico
- Lake View, Iowa
- Lancaster, Pa.
- Lincoln, Neb.
- Lodi, Calif.
- Maple Grove, Minn.
- Marion, Ohio
- Milton, Pa.
- Milwaukee, Wis.
- Morral, Ohio
- Oakdale, Calif.
- Ogden, Utah
- Park Rapids, Minn.\*
- Rensselaer, Ind.
- Ripon, Wis.
- Sparks, Nev.
- Streator, Ill.
- Taber, Canada
- Tolleson, Ariz.
- Trenton, Mo.
- Twin Falls, Idaho
- Visalia, Calif.
- Warden, Wash.\*
- Waterloo, Iowa
- Womelsdorf, Pa.

\*Owned by joint venture

## Low to Medium Risk 38 locations, 44.3% of total water use

- Batesville, Ark.
- Boardman, Ore. (3 locations)
- Brantford, Canada
- Buckner, Ky.
- Carrollton, Texas
- Columbia, S.C.
- Council Bluffs, Iowa
- Delhi, La.
- Delta, Canada
- Dickson, Tenn.
- Dothan, Ala.
- Dresden, Canada
- Excelsior Springs, Mo.
- Forest Park, Ga.
- Georgetown, Canada
- Hamburg, Iowa
- Hermiston, Ore.
- Humboldt, Tenn.
- Kent, Wash.
- Kitchener, Canada
- Lakeville, Minn.
- Lancaster, Ohio
- Louisville, Ky.
- Macon, Mo.
- Marshall, Mo.
- Memphis, Tenn.
- Menomonie, Wis.
- Newport, Tenn.
- Paterson, Wash.
- Princeton, Ky.
- Russellville, Ark.
- St. Louis, Mo. (2 locations)
- Sylvester, Ga.
- Tonawanda, N.Y.
- Troy, Ohio

## Low Risk 6 locations, 17.0% of total water use

- Boisbriand, Canada
- Connell, Wash.
- Pasco, Wash. (2 locations)
- Quincy, Wash.
- Richland, Wash.

## CONTEXT

# Eliminating Waste

Food waste is a critical social and environmental issue, with opportunities and challenges from farm to table. The tension between the facts that one in six Americans faces food insecurity while a staggering 30-40 percent of food is never consumed creates urgency to the issue. The call to action is heightened by the need to keep organic materials — a source of methane — out of landfills. Further, the loss is compounded when we consider the resources required to grow, transport, and prepare food that is never eaten.

Sources: U.S. Environmental Protection Agency; Food Waste Reduction Alliance, Feeding America

## Our Management Approach

Our waste elimination strategy is to systematically and strategically reduce our wastes generated and keep materials out of the landfill so that we can maximize the use of our resources for the future.

Nearly all solid waste generated at our manufacturing facilities consists of food and packaging materials, much of which should be more aptly characterized as “byproduct” instead of “waste.” By reframing the way we talk about these materials, we can begin changing attitudes and behaviors in our facilities to make even greater gains in our waste reduction efforts.

For each of our manufacturing facilities, we track landfill and material diversion data monthly from

all of our facilities, using more than 15 descriptive categories. With this detailed waste characterization, our teams have insight on where the biggest opportunities exist. Our continuous improvement program — based on a “zero loss” philosophy — drives maximum use of our material resources. We are working hard to identify sources of waste throughout our facilities and practices and seeking out ways to reduce that waste at the source. For example, we’re reducing waste through improved yields, first pass quality, strategic production initiatives and better design. Facility Green Teams — comprised of cross-functional, salaried and hourly employees — are also critical in leading

waste reduction and recycling programs. These teams have proven effective in enhancing recycling efforts and identifying opportunities to reduce waste at the source. Their efforts are supported by plant management and operations leadership, with direct assistance provided by the corporate sustainability team, Enterprise Procurement, and other functions. We report progress towards landfill avoidance and waste reduction goals to our operations leadership team as part of the period review, along with other sustainability metrics. Progress towards these goals is included in operations leadership, plant management and other key individuals’ performance appraisals.

## 2020 Vision: Eliminating Waste and Keeping it Out of Landfills

- Reduce waste generated in our facilities by one billion pounds.
- Continue our zero waste-to-landfill journey, while focusing on directing materials to the most beneficial use.
- Lead the industry in packaging for sustainable systems with continuous improvement of design and expertise in the role packaging plays in preventing food waste.

## Zero Waste to Landfill Journey

We are very proud of the work that has been done to keep materials out of landfills. In FY15, more than 94 percent of solid waste generated from our facilities was diverted to more beneficial use through recycling, donations to feed people, use as animal feed, energy generation or land applications as a soil amendment.

At the same time, we've turned our focus to reducing and eliminating wastes at the source, taking notable strides toward our goal of avoiding one billion pounds of waste by 2020. By reducing total waste generated through improved material utilization and source reduction, we have avoided 361,407,230 pounds of waste compared to FY11, achieving 36 percent of this goal. In the years ahead, ConAgra Foods remains committed to our zero waste to landfill journey and keeping valuable materials out of landfills.

### Celebrating Our Zero Waste Champions



Thirty-five of ConAgra Foods' facilities, representing 77 percent of total waste generation, send less than 5 percent of the waste they generate to landfills. We annually recognize these facilities through our internal Zero Waste Champion Awards program, celebrating each year they achieve a 95 percent or greater diversion rate to reinforce this journey. In FY15, four facilities achieved a true zero waste to landfill where all of their material is sent to a beneficial reuse.\*

- American Falls, Idaho
- Batesville, Ark.
- Battle Creek, Mich.
- Boardman, Ore. (2 Facilities)
- Brantford, Canada\*
- Connell, Wash.
- Cranbury, N.J.\*
- Delta, Canada
- Dresden, Canada
- Excelsior Springs, Mo.
- Forest Park, Ga.
- Hamburg, Iowa
- Hanover, Penn.
- Hermiston, Ore.
- Irapuato, Mexico
- Kent, Wash.
- Lake View, Minn.
- Lakeville, Minn.
- Lancaster, Ohio
- Maple Grove, Minn.\*
- Park Rapids, Minn.
- Pasco, Wash (2 Facilities)
- Paterson, Wash.
- Quincy, Wash.
- Richland, Wash.
- Sparks, Nev.
- Taber, Canada
- Tolleson, Ariz.
- Tonawanda, N.Y.\*
- Twin Falls, Idaho
- Warden, Wash.

## FY15 Waste Characterization

**2020 GOAL**  
1 Billion pounds of waste avoided by 2020

### 88.69% Organics

- Food (animal feed) - 74.77%
- Food (composting) - 0.95%
- Food (donation) - 0.41%
- Food (energy recovery) - 1.15%
- Food Oil/Grease - 0.57%
- Mixed Organics - 4.93%
- Wastewater Sludge - 5.91%

**94.2%**  
Materials Diverted from Landfill

361,407,230 pounds of waste avoided as of FY15

### 5.51% Inorganics

- Aluminum - 0.003%
- Cardboard - 3.1%
- Mixed Metals - 0.31%
- Mixed Paper - 0.05%
- Mixed Plastics - 0.31%
- Mixed Recyclables - 0.65%
- Wood - 1.06%
- Waste to Energy - 0.03%

**5.8%**  
Landfill

## Zero Waste to Landfill Journey



### Blended SKU is Good for the Planet, too

A passionate, cross-functional team at our pudding facility in Waterloo, Iowa, drove a waste diversion project to eliminate 1,048 tons of food waste. During flavor changeover, the pudding line would produce a blended product until the new flavor completely displaced the current flavor. These flavor combinations which were a result of normal production were processed and packaged in the same manner as the traditional flavored puddings. Employees noticed that high quality pudding, albeit uniquely flavored, was leaving in waste trailers. Successfully launching a blended SKU, the pudding was packaged into finished goods and sold to correctional facilities, eliminating 1,048 tons of food waste previously destined for the landfill.

**1,048 tons**  
food waste eliminated

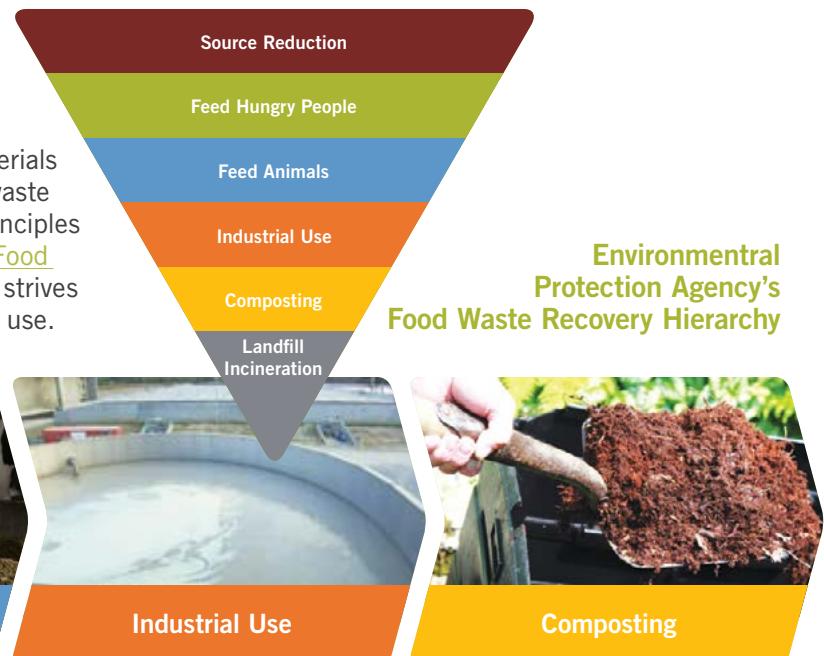
### Persistence Pays for Taber

Most of our frozen potato facilities have achieved a 95 percent landfill avoidance rate, and are working to find outlets for the remaining landfill waste. Two of the last, hard-to-recycle materials for our Taber, Canada facility was their used plastic pallets and surplus plastic material from spiral freezers. Located in a remote area, the team had to overcome challenges associated with transportation logistics and a downturn in the plastic recycling market. A committed team member successfully identified a local vendor that recycles plastic materials to create 100 percent post-consumer plastic lumber. This new partnership kept an additional 22 tons of material our of the landfill, bringing Taber to a 99 percent landfill avoidance rate.

# Eliminating Food Waste

Food waste comprises a large portion of the solid waste generated at our production facilities. It results from yield losses within our processes, products that did not meet our high quality standards and unused ingredients. Because organic materials degrade in landfills and generate methane, a

potent greenhouse gas, keeping these materials out of landfills is a core component of our waste and climate strategies. Aligned with the principles of the [Environmental Protection Agency's Food Waste Recovery Hierarchy](#), ConAgra Foods strives to redirect food waste to its most beneficial use.



## Source Reduction

**Preventing food waste before it is created is the best thing we can do for the planet and our business.**

The Green Team at our snacks facility in Troy, Ohio, Snacks improved yield and eliminated waste by recapturing losses during production. They determined that equipment jams and design flaws caused product to fall off the line. Making small but impactful changes in equipment, the team significantly reduced the number of loss points. This enabled our ingredients to be used the way they should, improving yield by 6.4 percent and eliminating 423 tons of waste.



## Feed Hungry People

**If our products or ingredients cannot be sold, donating to those in need is the next best thing.**

Our frozen facility in Russellville, Ark., began a food rescue donation team to increase donations beyond finished product. Equipped with the slogan “We Share Because We Care,” the facility found opportunities to donate both semi-finished meal components and test product, resulting in over 400,000 pounds of food being donated to the Feeding America network in FY15.



## Feed Animals

**Ingredients that cannot be used to feed people may be used to feed animals.**

If we are unable to feed people, the next best option is to provide food to animals, allowing nutritious and valuable organics to continue to have a purpose. The Green Team at our grocery facility in Archbold, Ohio, was focused on directing food waste to its highest value. By improving processes to avoid contamination with raw beef, the team re-directed 280 tons of food waste that was being composted to safely feed animals.



## Industrial Use

**Fats oils and grease should be rendered into biofuel, where possible.**

Our Reddi-wip® and table spreads facility in Indianapolis, Ind., partnered with a local farm to send its wastewater sludge to an on-farm anaerobic digester that creates biogas which generates electricity to send back to the grid. Previously, this wastewater sludge was applied to land as fertilizer. This project enabled 4,000 tons to be utilized at a higher value use and generates enough electricity to power approximately 83 U.S. homes annually.



## Composting

**Turning food into a valuable soil amendment.**

Because of its remote location, our grocery facility in Newport, Tenn., faced challenges finding cost-effective outlets for waste. With a constant eye on new, regional waste disposal alternatives, the team identified a unique commercial composter just 24 miles down the road who was able to depackage and compost their food waste. This new partnership kept 2,069 tons of hard-to-handle material out of the landfill.



Keeping food at its most beneficial use, in FY15 we donated more than 28.5 million pounds of edible, safe and wholesome food to the Feeding America network.

## Working Together to Tackle Food Waste

ConAgra Foods is an active participant in the [Food Waste Reduction Alliance](#), a collaborative effort of the Grocery Manufacturers Association (GMA), the National Restaurant Association (NRA) and the Food Marketing Institute (FMI). This Alliance brings together key players from food manufacturers, food retailers and food service industries to work toward common goals to reduce the generation of food waste, to enable more donation to feed hungry people and to recover and recycle more food waste — keeping it out of landfills. The Alliance is working tirelessly to raise awareness of the food waste issue in the United States and has delivered tools that will help others make progress against these goals.

ConAgra Foods has signed on to the [USDA Food Waste Challenge](#). Launched in June by the U.S. Department of Agriculture, the challenge encourages producers, processors, manufacturers, retailers, communities and other government agencies to make public commitments to specific actions to reduce food waste and join efforts to: reduce food loss and waste, recover wholesome food for human consumption and recycle discards to other uses including animal feed, composting and energy generation. These are all things already aligned with ConAgra Foods' core philosophy, and we are proud to be an early adopter of this challenge.



# Packaging Sustainability

How important is our packaging? In addition to delivering safe, great-tasting food to consumers, it provides nutritional information, preparation instructions and in many cases, convenience and portion control. Packaging shape and design helps identify our brands, making them easier for consumers to find in stores and enhancing the overall experience with our food. Packaging preserves freshness, extends shelf life and provides important protection to help avoid food waste from spoilage or damage. With so many food options and formats offered across different sections of the store, we use a large variety of packaging materials — from corrugated boxes and paper-based cartons to plastic containers and metal cans — to perform all these functions.

Understanding that the materials we use must first meet food safety and consumer performance requirements, we are committed to continually improving our packaging to produce the best environmental outcomes for the total system. Our 2020 Vision for packaging focuses on minimizing waste throughout the complete product and package system. We strive to use the right amount and the right kind of packaging for the job. Packaging can be part of the solution to avoiding food waste both in the home and throughout the supply chain. We constantly look for ways to use packaging more efficiently and effectively without compromising consumer value. After all, we recognize that people buy our products to enjoy our food, and we are committed to giving them the best possible experience, with packaging as an enabler.

Our Research & Innovation (R&I) team is responsible for delivering these results, while ensuring that our packaging meets the needs and expectations of our customers and consumers. We use life cycle thinking

and industry collaboration to evaluate the impacts of packaging materials and formats from sourcing, manufacturing, delivery and consumer use through end-of-life. To assist in making more sustainable decisions when developing new food and processes, ConAgra Foods has invested in life cycle modeling tools for both packaging and product design, to help us more accurately visualize the impact of our products throughout their life cycles.

## ConAgra Foods' Principles of Sustainable Packaging

Protect the product, and deliver it safely to our customers and consumers by:



## Update on the Elimination of Bisphenol-A and Vinyl in Packaging

In recent years there has been an increasing amount of consumer concern around the safety in use of Bisphenol-A (BPA) in the coating systems of food products that utilize metal packaging. As a response to these consumer concerns we have committed to eliminating the use of BPA from the linings in all of our packaging by the end of 2015. On July 30, 2015, it was officially announced that BPA has been eliminated from the linings used for our cans across the entire portfolio at production facilities in the U.S. and Canada, this includes all canned Hunt's®, RO\*TEL®, Chef Boyardee® and Van Camp's® branded products. Continuing our attentiveness to consumer concerns, we have also committed to eliminating the use of vinyl containing liners in our entire consumer packaging by the end of 2015.



reduced steel use by  
**10.7 million  
pounds annually**

### Can-Do Attitude Transforms Packaging

Through a strategic partnership with The Ardagh Group, we're delivering on our commitment to eliminating Bisphenol-A (BPA) and vinyl from our coating systems. By transitioning to a new, two-piece can technology, we've transformed steel can packaging to both eliminate BPA coatings and reduce packaging use. By using a steel can with optimized strength, we've reduced the overall material use by more than 10 million pounds annually. This transition has occurred across all six of our canning facilities, as well as select contract manufacturers, and delivered added business value by drastically reducing the number of unique specifications, greatly simplifying how we purchase, inventory and use cans.

## Being Green is Easier – to Open

**3 million**  
pounds of packaging eliminated  
**27,000 gallons**  
annual fuel savings



"Hard to open" has consistently been the number one consumer complaint for the Snack Pack® brand. Tackling this issue head-on, our team developed a new easy-open (EZO) cup stock to significantly reduce opening force. This new material is 14 percent thinner, reducing plastic use by nearly 3 million pounds a year. In addition, the new supplier is closer to our Snack Pack® facilities in Waterloo, Iowa, and Menomonie, Wis., reducing transportation fuel use by 27,000 gallons annually.

## Defining the Role of Packaging in a Sustainable Society



ConAgra Foods is proud to be a founding member of the American Institute for Packaging and the Environment (AMERIPEN), a packaging trade organization created to advocate for environmentally and economically sound packaging policy improvements. AMERIPEN educates stakeholders about public policies that impact the packaging value chain. As an advocate for the packaging industry — which includes raw material producers and packaging manufacturers, users and fillers, as well as retailers and material recovery operations — AMERIPEN drives policy-related conversations about packaging and the environment. The organization has made considerable progress in advancing its objectives,

completing and publishing primary research on packaging's role in the value chain, collection and recycling infrastructure of the 100 largest U.S. cities and funding mechanisms for improved collection of used packaging. ConAgra Foods continues to play a leadership role in these important conversations.

Two years ago, ConAgra Foods became a member of the How2Recycle label program — one we helped to develop with the Sustainable Packaging Coalition. This label addresses the need for more complete and accurate end-of-life instructions for packaging and drives clarity and consistency for recycling messaging on packaged goods. The How2Recycle label helps consumers understand how to dispose of each component within the package system, and whether it is widely collected or not. In FY15, we adopted the label on 23 brands and almost 300 individual products, with a future goal of use on all products. Visit [www.how2recycle.info](http://www.how2recycle.info) for more details.



\*Not recycled in all communities



# About This Report

# Reporting Parameters

Thank you for your interest in ConAgra Foods' 2015 Citizenship Report.

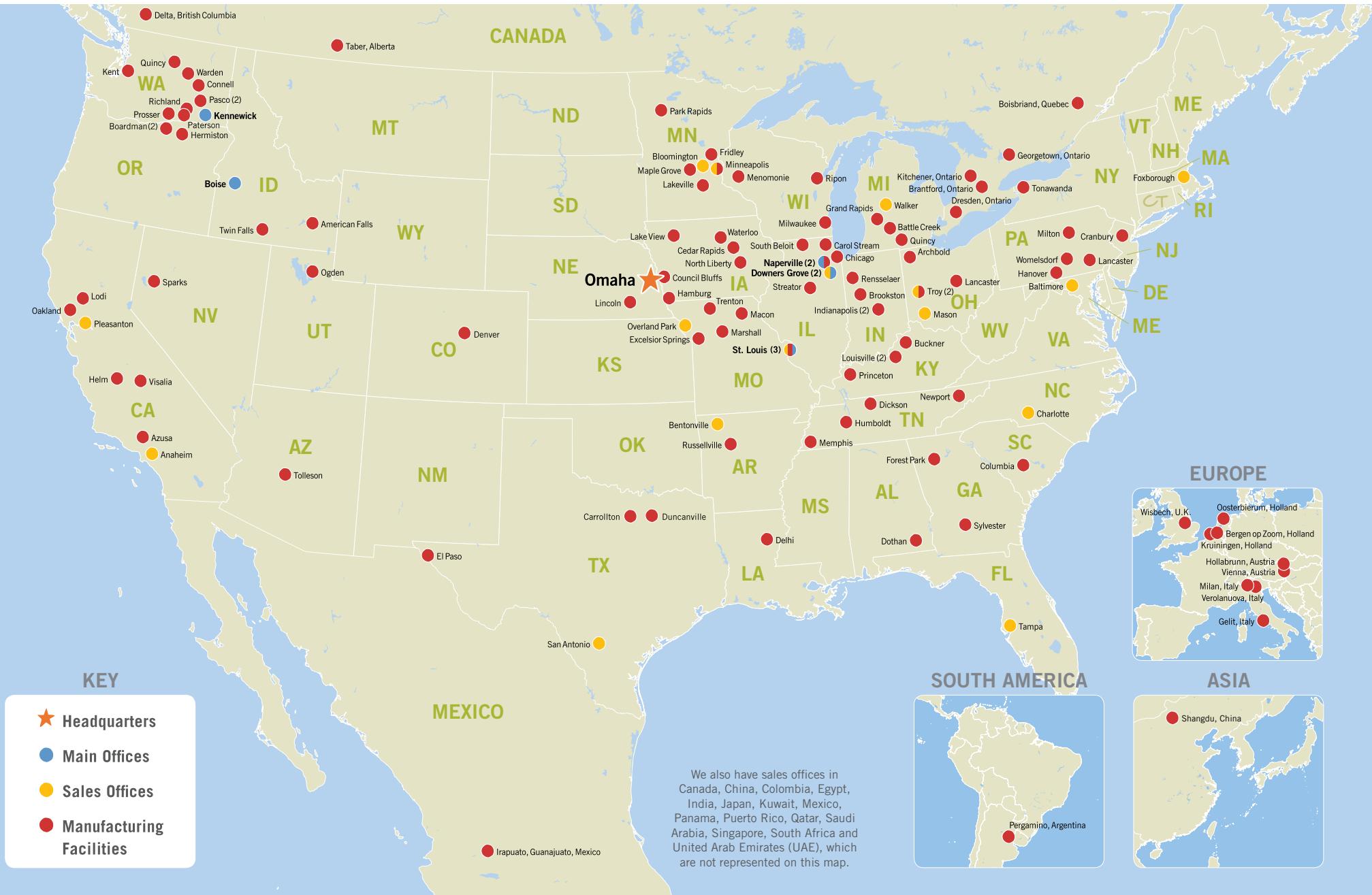
All data in this report cover the company's FY15, which ended May 31, 2015. Our reporting covers nearly all company-owned facilities, as well as select joint ventures where we have operational control, including: Lamb-Weston/RDO (U.S.) and Lamb Weston BSW, LLC (U.S.). Exceptions include two international locations in Italy and China, which we are still integrating into our data systems.

In preparing this report, we followed the [Global Reporting Initiative \(GRI\)](#) G4 Sustainability Reporting Guidelines, including the Food Sector Supplement, which provide a framework and recommended performance indicators for reporting. This document exceeds the disclosures to meet the Core-level reporting requirements, including content to address many of the Comprehensive-level standard disclosures. See our GRI Index for more details and learn more about GRI at [www.globalreporting.org](#).

This marks the fifth year that Bureau Veritas North America, Inc., completed an [independent verification](#) of environmental data included in the Better Planet section of this report. Other data included in the report have not been audited by a third party; however, the report does include the best information available through our existing data management systems. Additional information about our company is available on our website, [www.conagrafoods.com](#).

In June 2015, we announced the sale of our private brands business, which will include several production facilities that make cereal, pasta, condiments, and frozen bakery items for retailers to use as their store brands. When the sale of this business is final, we will make the appropriate baseline adjustments to all reported environmental metrics and anticipate these changes to be reflected in our 2016 Citizenship Report.

# ConAgra Foods Locations



# Key Impacts, Risks & Opportunities

## Good Food

Key Impacts	Risks	Opportunities
Health and Nutrition	Health care issues facing the population have increased the need to help consumers balance their desire to maintain or improve the nutrition profile of their overall diet with their food and taste preferences, busy lifestyles and household budgets. If the food we make fails to keep pace with the interplay of these priorities, our business performance may be negatively impacted.	To establish a competitive advantage in the marketplace, we integrate knowledge of consumer insights with nutrition science to make informed decisions about how to diversify our portfolio of foods to address the changing dynamics among nutrition, taste, cost and convenience.
Food Safety and Quality	All food companies face the risk of product recalls, either directly linked to their manufacturing practices or as a result of using a contaminated ingredient from a supplier. Recalls can result in financial and reputational loss.	By achieving Global Food Safety Initiative (GFSI) certification at our manufacturing facilities and influencing third parties in our supply chain to do the same, we minimize the risk of recalls throughout the production life cycle of the food we make.
Product Labeling	Consumers, customers and other stakeholders deserve accurate labeling of the ingredients and nutritional composition of the food we make. Inaccurate information erodes trust, is costly to correct, and has a negative impact on both short-term and long-term business performance.	By focusing on continual improvement of the systems used to perform food labeling, the capability and expertise of the people using these systems, and detailed root cause analyses and corrective actions for errors when they occur, we increase the quality, efficiency and accuracy of our food labeling information.

## Stronger Communities

Key Impacts	Risks	Opportunities
Employee Development	Employees may be lured away to other opportunities in a competitive job market if they don't feel they have adequate professional development and career advancement opportunities. Under-investing in people may increase our turnover rate and hinder recruiting efforts.	Investing in our employees' professional development and celebrating their diversity improves employee satisfaction and retention and enhances our recruiting success.
Workplace Safety	Unsafe working conditions lead to a high injury rate and poor employee satisfaction, increasing turnover and workers' compensation costs.	Improving workplace safety and encouraging safe working behaviors instills a safety-focused culture, reducing our injury rate and costs.
Community Involvement	Manufacturing facilities risk being perceived as a burden on local communities or passive corporate citizens, putting a strain on natural resources. This can result in an impaired corporate reputation and an inability to attract and retain employees.	A clearly defined social platform serves as the basis for our charitable contributions and community outreach, enhancing our reputation as a responsible corporate citizen.

# Key Impacts, Risks & Opportunities

## Better Planet

Key Impacts	Risks	Opportunities
Agriculture	Climate change, water risk and other environmental factors — combined with a growing global population — present some of the greatest challenges that the food industry must address.	Collaborating with growers on sustainable agriculture programs will strengthen our relationships with these critical business partners and help ensure reliable sources of critical ingredients.
Climate Change	The physical, regulatory and reputational risks associated with climate change present risks to our operations, such as changing weather patterns affecting crop yields and regulatory costs related to carbon emissions.	Improving energy and transportation efficiency and encouraging sustainable product and process innovation can reduce operating costs, improve our climate resiliency and limit the potential impact of greenhouse regulations.
Food Waste	Approximately 40 percent of all food is wasted, and if disposed of in a landfill, creates methane, a potent greenhouse gas. Food waste also represents a critical loss of our ingredients.	Finding every opportunity to reduce food waste is the key. We can do that in our systems through better practices and yield improvements, and for our consumers with better packaging and product innovation. We follow the Environmental Protection Agency's (EPA) Food Waste Hierarchy to direct those materials to a better destination than a landfill: to feed people, feed animals, recover energy or make compost.
Product Packaging	Potential extended product responsibility (EPR) programs in the U.S. may change the business model around funding for the packaging recycling infrastructure and systems.	While we continue to work to optimize our packaging through source reductions, use of renewable materials and increasing recycled content, we also recognize that packaging has a critical role to play in how we affect the issues of food waste and losses. Better packaging can reduce damage in transport and in stores and can also help food store longer, giving people more time to eat our food. Our opportunity is to make packaging work better to support the big picture.
Water Risk	We rely on the availability of quality water resources to grow raw ingredients and process finished goods. Concern over water scarcity and increasingly stringent water quality regulations can affect operations.	Progress toward our water use reduction goal will improve our operating efficiency and reduce company exposure to water-related risks.

# Data Summary

## Our Business

Fiscal Year	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08
Net Sales <sup>1,2</sup> (millions)	\$15,832.4	\$15,843.6	\$13,469.3	\$11,420.9	\$10,746.0	•	•	•
Net Income <sup>1,2</sup> attributable to ConAgra Foods, Inc.	(\$252.6)	\$303.1	\$773.9	\$467.9	\$817.60	•	•	•
Diluted Earnings per Share <sup>1,2</sup>	(\$1.46)	\$0.38	\$1.67	\$.94	\$1.66	•	•	•
Cash Dividends Declared per Share of Common Stock	\$1.00	\$1.00	\$0.99	\$0.95	\$0.89	•	•	•
Manufacturing Facilities	81	85	109	80	80	•	•	•

## Our People, Employee Statistics

Fiscal Year	FY15	FY14	FY13 <sup>3</sup>	FY12	FY11	FY10	FY09	FY08
Total Number of Employees	31,731	31,743	34,539	24,306	22,938	24,987	25,668	25,088
Salaried Employees (%)	26.74%	27.63%	27.18%	30.69%	31.35%	29.80%	28.83%	30.99%
Hourly Employees (%)	73.27%	72.37%	72.82%	69.31%	68.65%	70.20%	71.17%	69.01%
Hourly Employees Unionized (%)	44.96%	46.76%	54.76%	61.65%	64.49%	69.67%	71.73%	71.69%

### LA1 Total workforce by employment type, employment contract, and region.

Fiscal Year	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08
Full-time	31,560	31,583	34,371	24,172	22,805	24,755	25,438	24,826
Part-time	171	160	168	134	133	232	230	262
Temporary	296	230	305	233	234	261	237	91
Based in the US (%)	91.09%	91.25%	91.67%	94.35%	95.03%	95.51%	95.62%	95.36%

### Employee Health & Safety

Fiscal Year	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08
OSHA Incident Rate	2.09	2.20	1.58	1.87	2.21	2.64	•	•
Lost-time Rate	.54	0.54	0.41	0.48	0.54	0.66	•	•

## Our People, Turnover Statistics, Percent of Total

Turnover		Percent of Total						
Fiscal Year	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08
Total (%)	21.40%	16.80%	18.00%	16.63%	30.67%	17.19%	22.15%	21.39%
By Age								
Fiscal Year	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08
<25	47.40%	46.50%	46.30%	44.29%	57.51%	49.17%	59.77%	60.49%
25-40	24.60%	20.10%	20.70%	18.93%	27.24%	18.89%	24.40%	24.40%
41-65	16.90%	11.30%	12.70%	11.67%	29.28%	12.68%	16.71%	15.47%
>65	31.90%	32.60%	38.90%	33.90%	69.25%	37.10%	35.43%	39.56%
By Gender								
Fiscal Year	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08
Female	18.50%	15.20%	17.10%	14.55%	31.73%	16.96%	19.75%	19.78%
Male	23.40%	17.90%	18.50%	17.52%	30.03%	17.34%	23.69%	22.42%
By Minority								
Fiscal Year	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08
American Indian/Alaska Native	28.90%	31.10%	29.60%	20.66%	29.38%	16.40%	40.31%	27.50%
Asian	14.20%	10.10%	12.10%	9.73%	21.99%	10.37%	14.38%	24.59%
Black/African American	25.70%	26.30%	27.60%	25.44%	44.68%	29.61%	23.96%	27.50%
Hispanic/Latino	17.30%	13.40%	15.70%	14.86%	59.69%	22.06%	19.74%	20.03%
Native Hawaiian/Oth Pac Island	22.10%	23.70%	20.80%	7.79%	44.92%	18.58%	21.43%	80.00%
Not Specified	16.60%	13.80%	20.30%	36.20%	32.64%	23.45%	58.19%	74.97%
Two or more races	38.20%	46.50%	43.70%	35.84%	37.18%	40.07%	30.35%	4.18%
White	23.70%	17.30%	17.60%	15.91%	18.90%	13.93%	22.62%	20.41%

## Our People, Diversity

Composition of governance bodies and breakdown of employees per category according to gender, age group, ethnicity and other indicators of diversity.

	<b>Fiscal Year</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>	<b>FY09</b>	<b>FY08</b>
<b>Women</b>	Total women in workforce (%)	40.93%	40.34%	39.77%	37.63%	36.87%	38.22%	38.99%	38.68%
	Salaried women (%)	44.23%	43.59%	43.55%	42.94%	42.78%	42.53%	42.52%	42.09%
	Women in Management (%)	32.36%	30.66%	30.24%	26.80%	25.57%	26.05%	25.44%	24.53%
	Women on Board of Directors (#) <i>Non-Employee Directors</i>	2	2	2	2	2	2	•	•
	Women on Board of Directors (%) <i>Non-Employee Directors</i>	18.2%	18.2%	20%	20%	20%	20%	•	•
	New Hires that are Women (%)	39.39%	39.58%	40.49%	38.54%	31.25%	33.35%	34.13%	37.21%
	<b>Fiscal Year</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>	<b>FY09</b>	<b>FY08</b>
<b>Minorities</b>	Total Minorities in work force (%)	38.42%	36.65%	35.79%	34.42%	33.56%	37.70%	39.29%	36.12%
	Salaried Minorities (%)	13.93%	13.46%	13.25%	13.08%	12.89%	13.43%	14.29%	13.15%
	Minorities in Management (%)	10.30%	10.80%	10.32%	10.12%	9.30%	9.63%	9.60%	9.44%
	Minorities on Board of Directors (#) <i>Non-Employee Directors</i>	2	2	1	1	1	1	•	•
	Minorities on Board of Directors (%) <i>Non-Employee Directors</i>	18.2%	18.2%	10%	10%	10%	10%	•	•
	New Hires who are Minorities (%)	43.12%	35.43%	35.74%	37.21%	36.54%	36.92%	•	8
	<b>Fiscal Year</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>	<b>FY09</b>	<b>FY08</b>
<b>Breakdown of Minority Groups</b>	American Indian/Alaska Native	0.38%	0.38%	0.29%	0.49%	0.55%	0.56%	0.50%	0.53%
	Asian	5.02%	4.73%	4.23%	4.22%	3.87%	3.94%	3.97%	3.37%
	Black/African American	7.80%	7.57%	7.65%	7.22%	6.23%	6.47%	7.07%	6.63%
	Hispanic/Latino	24.48%	23.22%	22.76%	21.99%	22.54%	26.43%	27.46%	25.43%
	Native Hawaiian/Oth Pac Island	0.28%	0.28%	0.29%	0.20%	0.13%	0.12%	0.09%	0.03%
	Not Specified	7.65%	7.45%	6.51%	3.18%	2.10%	1.48%	1.28%	0.94%
	Two or more races	0.46%	0.46%	0.45%	0.31%	0.24%	0.19%	0.19%	0.14%
	White	53.94%	55.90%	57.67%	62.40%	64.34%	60.82%	59.43%	62.94%
	<b>Fiscal Year</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>	<b>FY09</b>	<b>FY08</b>
<b>Breakdown of Age Groups</b>	<25	5.66%	5.64%	6.12%	6.05%	5.99%	5.51%	5.89%	5.82%
	25-40	32.53%	30.13%	32.39%	34.16%	34.65%	34.25%	34.56%	34.91%
	41-65	60.09%	54.49%	59.45%	58.54%	58.25%	59.00%	58.45%	58.31%
	>65	1.71%	2.19%	2.05%	1.25%	1.10%	1.24%	1.09%	0.97%

## Our Communities

Fiscal Year	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08
Total Giving (Cash & In-kind), Corporate & Foundation	\$55,204,075	\$60,291,462	\$41,284,122	\$33,200,228	\$23,483,778	\$27,917,416	•	•
Grants Awarded	274	362	160	174	187	165	•	•
Volunteer Hours	8,000	11,700	16,400	10,400	4,200	•	•	•

## Our Planet<sup>4</sup>

Fiscal Year	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08
Energy Use <sup>5</sup> (MMBtu)	25,454,864	25,296,875	25,132,234	25,157,740	25,111,850	24,917,421	24,887,320	26,121,709
Greenhouse Gas Emissions - Scope 1 & 2 (metric tons)	2,232,059	2,196,033	2,175,269	2,179,300	2,116,733	2,099,031	2,126,527	2,231,138
Pounds Greenhouse Gas Emissions per Pound of Production	0.307	0.307	0.300	0.293	0.289	0.289	0.286	0.297
Greenhouse Gas Emissions - Scope 3 - Downstream Transportation and Distribution <sup>6</sup> (metric tons)	443,071	447,671	524,935	546,655	549,639	543,751	552,113	556,630
Water Use (thousand cubic meters)	52,809	51,678	53,735	57,058	55,557	54,034	53,958	54,945
Gallons of Water Used per Pound of Food Produced	0.870	0.864	0.889	0.919	0.909	0.890	0.871	0.875
Total Waste Generation (tons)	1,405,673	1,477,309	1,373,078	1,339,311	1,407,811	•	•	•
% of Solid Waste Diverted from Landfill	94.2%	94.1%	93.0%	91.3%	90.9%	•	•	•
Pounds of Waste Generated per Pound of Food Produced	0.175	0.187	0.172	0.163	0.175			

<sup>1</sup> Amounts exclude the impact of discontinued operations of the Gilroy Foods & Flavors™ operations, the frozen handhelds operations, the Lightlife® operations, the Medallion Foods operations, and the ConAgra Mills operations.

<sup>2</sup> Amounts include aggregate pre-tax goodwill and intangible impairment charges of \$1.57 billion and \$681.1 million for FY15 and FY14, respectively.

<sup>3</sup> FY13 people metrics includes Raicorp data; systems were integrated during the fourth quarter of FY13.

<sup>4</sup> Environmental data independently verified by Bureau Veritas for FY11, FY12, FY13, FY14, FY15.

<sup>5</sup> Includes energy used from natural gas and electricity.

<sup>6</sup> Reported Scope 3 emissions include contracted transportation (including truck, rail and intermodal).

• Data not available

# GRI Content Index

For material environmental, social, and governance issues discussed throughout this report, ConAgra Foods has included key performance indicators identified by the GRI G4 Sustainability Reporting Guidelines and the Food Processing Sector Supplement. A content index showing the specific location of the GRI performance indicators included in this Citizenship Report and ConAgra Foods' 2015 Annual Report is provided below.

## General Standard Disclosures

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Strategy &amp; Analysis</b>			
G4-1	CEO Statement		<a href="#">Overview &gt; Leadership Perspective</a>
G4-2	Key Impacts, Risks & Opportunities		<a href="#">About this Report &gt; Key Impacts, Risks &amp; Opportunities</a>
<b>Organizational Profile</b>			
G4-3	Name of the organization		<a href="#">2015 Form 10-K: Part 1 Item 1 Page 1</a>
G4-4	Primary brands, products, and services		<a href="#">2015 Form 10-K: Part 1 Item 1 Page 1</a>
G4-5	Headquarter location		<a href="#">2015 Form 10-K: Part 1 Item 2 Page 13</a>
G4-6	Countries of operation		<a href="#">2015 Form 10-K: Part 1 Item 2 Page 13</a>
G4-7	Ownership / legal form		<a href="#">Stock Ownership: 2015 Proxy Information on Stock Ownership Page 63, 10K</a>
G4-8	Markets served		<a href="#">2015 Form 10-K: Part 1 Item 2 Page 13</a>
G4-9	Scale of organization		<a href="#">About this Report &gt; Data Summary</a>
G4-10	Employee demographics		<a href="#">About this Report &gt; Data Summary</a>
G4-11	Collective bargaining agreement		<a href="#">2015 Form 10-K: Part 1 Item 1 Page 3</a>
G4-12	Supply chain overview		<a href="#">Good Food &gt; Responsible Sourcing</a>
G4-13	Report any significant changes		<a href="#">2015 Form 10-K: Part 1 Item 1 Page 2</a>
G4-14	Precautionary approach		ConAgra Foods does not have a public position on the precautionary approach.
G4-15	Economic, environmental and social charters		ConAgra Foods has not endorsed any economic, environmental, or social charters.
G4-16	Association membership		Referenced throughout report
<b>Identified Material Aspects and Boundaries</b>			
G4-17	Included entities		<a href="#">About this Report &gt; Reporting Parameters</a>
G4-18	Aspect Boundaries and Principles for Defining Report Content		<a href="#">About this Report &gt; Reporting Parameters</a>
G4-19	Material Aspects		<a href="#">Overview &amp; Approach &gt; Approach to Citizenship</a>
G4-20	Aspect Boundary within the organization		<a href="#">Overview &amp; Approach &gt; Approach to Citizenship</a>



Fully



Partially



Not Reported

Profile Disclosure	Description	Information Reported	Report Section/Link
G4-21	Aspect Boundary outside the organization	<input checked="" type="radio"/>	<a href="#">Overview &amp; Approach &gt; Approach to Citizenship</a>
G4-22	Restatements	<input checked="" type="radio"/>	<a href="#">About this Report &gt; Reporting Parameters</a>
G4-23	Significant changes in Scope and Aspect Boundaries	<input checked="" type="radio"/>	None
<b>Stakeholder Engagement</b>			
G4-24	Key stakeholders	<input checked="" type="radio"/>	<a href="#">Overview &amp; Approach &gt; Approach to Citizenship</a>
G4-25	Stakeholder identification	<input checked="" type="radio"/>	<a href="#">Overview &amp; Approach &gt; Approach to Citizenship</a>
G4-26	Approach to stakeholder engagement	<input checked="" type="radio"/>	<a href="#">Overview &amp; Approach &gt; Approach to Citizenship</a>
G4-27	Stakeholder interests and concerns	<input checked="" type="radio"/>	<a href="#">Overview &amp; Approach &gt; Approach to Citizenship</a>
<b>Report Profile</b>			
G4-28	Reporting period	<input checked="" type="radio"/>	<a href="#">About this Report &gt; Reporting Parameters</a>
G4-29	Prior reports	<input checked="" type="radio"/>	<a href="http://www.conagrafoodscitizenship.com/archived-reports">www.conagrafoodscitizenship.com/archived-reports</a>
G4-30	Reporting cycle	<input checked="" type="radio"/>	<a href="#">About this Report &gt; Reporting Parameters</a>
G4-31	Point of contact	<input checked="" type="radio"/>	<a href="#">Back cover</a>
G4-32	GRI Content Index	<input checked="" type="radio"/>	<a href="#">GRI Content Index</a>
<b>Governance</b>			
G4-34	Governance structure of the organization	<input checked="" type="radio"/>	<a href="#">2015 Proxy Statement: Corporate Governance Pages 10-11</a>
G4-35	Report the process for delegating authority	<input type="radio"/>	Not reported
G4-36	Report whether the organization has appointed an executive level position responsible for economic, environmental, and social topics	<input type="radio"/>	Not reported
G4-37	Report process for consultation between stakeholders and highest governance body	<input checked="" type="radio"/>	<a href="#">2015 Proxy Statement: Communications with the Board Page 13</a>
G4-38	Report the composition of the highest governance body	<input checked="" type="radio"/>	<a href="#">2015 Proxy Statement: Board Committees Page 14; Named Executive Officers Page 25</a>
G4-39	Report whether the Chair of the highest governance body is an executive officer	<input checked="" type="radio"/>	<a href="#">2015 Proxy Statement: Director Nominees' Skills and Qualifications Page 6</a>
G4-40	Report the nomination and selection process for the highest governance body	<input checked="" type="radio"/>	<a href="#">2015 Proxy Statement: Director Nominees' Skills and Qualifications</a>
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed	<input checked="" type="radio"/>	<a href="#">Code of Conduct - Conflict of Interest</a>
G4-42	Report the highest governance body's and senior executive's role in the development, approval, and updating of purpose	<input checked="" type="radio"/>	<a href="#">2015 Proxy Statement: Governance Practices Page 10 and N/G/PA Committee Page 16</a>
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge	<input checked="" type="radio"/>	<a href="#">2015 Proxy Statement: N/G/PA Committee Page 16</a>
G4-44	Report evaluation and response to evaluation of governance highest body	<input checked="" type="radio"/>	<a href="#">2015 Proxy Statement: Board, Committee and Individual Self-Evaluation Process Page 10</a>
G4-45	Report identification and management of risks and opportunities and whether stakeholder consultation is used to support the decision	<input checked="" type="radio"/>	<a href="#">2015 Proxy Statement: Board's Role in Risk Oversight Page 12; 10K Part 1 Item 1A (Risks)</a>



Fully



Partially



Not Reported

Profile Disclosure	Description	Information Reported	Report Section/Link
G4-46	Report the highest governance body's role in reviewing effectiveness of risk management		<a href="#">2015 Proxy Statement: Board's Role in Risk Oversight Page 12</a>
G4-47	Report frequency of review for economic, environmental, social risks and opportunities		<a href="#">2015 Proxy Statement: Board's Role in Risk Oversight Page 12</a>
G4-48	Highest position that formally reviews and approves sustainability report and assures all material aspects are covered		<a href="#">2015 Proxy Statement: Commitment to Sustainable Business Practices and Corporate Citizenship Page 11</a>
G4-49	Process for communicating critical concern to highest body		<a href="#">2015 Proxy Statement: Communications with the Board Page 13</a>
G4-50	Nature and number of critical concerns communicated to highest body and how they were resolved		<a href="#">2015 Form 10-K: Part 1 Item 1A</a>
G4-51	Report remuneration policies		<a href="#">2015 Proxy Statement: Compensation Discussion and Analysis Page 17</a>
G4-52	Report process for determining remuneration		<a href="#">2015 Proxy Statement: Compensation Discussion and Analysis Page 17</a>
G4-53	How stakeholder views are sought and considered in remuneration		<a href="#">2015 Proxy Statement: Voting Item #3: Advisory Approval of Named Executive Officer Compensation Page 67</a>
G4-54	Ratio of annual total compensation for highest paid individual to median		Not reported
G4-55	Ratio of percentage increase in annual total compensation for highest paid individual to median		Not reported
G4-56	Describe values, principles, standards, and norms of behavior		<a href="#">Code of Conduct</a>
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior		<a href="#">Code of Conduct</a>
G4-58	Internal and external mechanisms for reporting unethical or unlawful behavior and organizational integrity		<a href="#">Code of Conduct</a>

## Standard Disclosures: Disclosures on Management

G3 DMA	Description	Information Reported	Report Section/Link
<b>1. Strategy &amp; Analysis</b>			
DMA SC	Sourcing		<a href="#">Supplier Expectations Manual</a>
DMA EC	Economic		<a href="#">ConAgra Foods 2015 Annual Report, 10-K</a>
DMA EN	Environmental		<a href="#">Better Planet</a>
DMA LA	Labor		<a href="#">Stronger Communities &gt; Culture &amp; Workplace</a>
DMA HR	Human Rights		<a href="#">Stronger Communities &gt; Business Ethics &amp; Human Rights</a>
DMA SO	Social		<a href="#">Stronger Communities</a>
DMA PR	Product Responsibility		<a href="#">Good Food &gt; Nutrition</a>

## Sourcing Performance Indicators

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Across All Aspects of Sourcing</b>			
FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy		<a href="#">Good Food - Sustainable Agriculture</a>

## Economic Performance Indicators

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Economic Performance</b>			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments		<a href="#">ConAgra Foods 2015 Annual Report, 10-K</a>
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change		<a href="#">CDP 2015 Investor Questionnaire</a>
EC3	Coverage of the organization's defined benefit plan obligations		<a href="#">ConAgra Foods 2015 Annual Report, 10-K</a>
EC4	Significant financial assistance received from government		<a href="#">ConAgra Foods 2015 Annual Report, 10-K</a>
<b>Market Presence</b>			
EC6	Policy, practices and proportion of spending on locally based suppliers at significant locations of operation		<a href="#">Good Food - Responsible Sourcing</a>
<b>Indirect Economic Impacts</b>			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement		<a href="#">Stronger Communities - Impacting Child Hunger</a>

## Environmental Performance Indicators

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Energy</b>			
EN3	Direct energy consumption by primary energy source		<a href="#">Better Planet - Climate Change &amp; Energy Efficiency; CDP 2015 Investor Questionnaire</a>
EN4	Indirect energy consumption by primary source		<a href="#">Better Planet - Climate Change &amp; Energy Efficiency; CDP 2015 Investor Questionnaire</a>
EN5	Energy saved due to conservation and efficiency improvements		<a href="#">Better Planet - Climate Change &amp; Energy Efficiency; CDP 2015 Investor Questionnaire</a>
EN7	Initiatives to reduce indirect energy consumption and reductions achieved		<a href="#">Better Planet - Climate Change &amp; Energy Efficiency; CDP 2015 Investor Questionnaire</a>
<b>Water</b>			
EN8	Total water withdrawal by source		<a href="#">Better Planet - Water Resources</a>
EN9	Water sources significantly affected by withdrawal of water		<a href="#">Better Planet - Water Resources</a>
EN10	Percentage and total volume of water recycled and reused		<a href="#">Better Planet - Water Resources</a>



Fully



Partially



Not Reported

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Emissions, Effluents and Waste</b>			
EN16	Total direct and indirect greenhouse gas emissions by weight	●	<a href="#">Better Planet - Climate Change &amp; Energy Efficiency</a>
EN17	Other relevant indirect greenhouse gas emissions by weight	●	<a href="#">Better Planet - Climate Change &amp; Energy Efficiency</a>
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	●	<a href="#">Better Planet - Climate Change &amp; Energy Efficiency</a>
EN19	Emissions of ozone-depleting substances by weight	○	Less than 1% of ConAgra Foods total greenhouse gas emissions are derived from ozone-depleting substances (refrigerants)
EN21	Total water discharge by quality and destination	○	<a href="#">Better Planet - Water Resources</a>
EN22	Total weight of waste by type and disposal method	●	<a href="#">Better Planet - Eliminating Waste</a>
<b>Products &amp; Services</b>			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	○	<a href="#">Better Planet - Packaging Sustainability</a>
<b>Compliance</b>			
EN28	Monetary value of significant fines and total number of nonmonetary sanctions for noncompliance with environmental laws and regulations	●	<a href="#">Better Planet - Environmental Management &amp; Compliance</a>
<b>Transport</b>			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the work force	●	<a href="#">Better Planet - Climate Change &amp; Energy Efficiency</a>

## Social Performance Indicators

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Employment</b>			
LA1	Total workforce by employment type, employment contract and region	●	<a href="#">About This Report &gt; Data Summary</a>
LA2	Total number and rate of employee turnover by age group, gender and region	●	<a href="#">About This Report &gt; Data Summary</a>
<b>Labor/Management Relations</b>			
LA4	Percentage of employees covered by collective bargaining agreements	●	<a href="#">About This Report &gt; Data Summary</a>
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lockouts, by country	●	ConAgra Foods has not lost any working time due to industrial disputes, strikes, or lockouts



Fully



Partially



Not Reported

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Occupational Health &amp; Safety</b>			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs		Stronger Communities - Employee Health & Safety
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region		Stronger Communities - Employee Health & Safety
<b>Training and Education</b>			
LA10	Average hours of training per year per employee by employee category		Stronger Communities - Employee Health & Safety
<b>Diversity and Equal Opportunity</b>			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity		Stronger Communities - Employee Health & Safety
<b>Child Labor</b>			
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor		ConAgra Foods has not identified any operations at significant risk for incidents of child labor
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor		ConAgra Foods has not identified any operations at significant risk for incidents of compulsory labor
<b>Healthy and Affordable Food</b>			
FP4	Nature, scope and effectiveness of any programs and practices (in-kind contributions, volunteer initiatives, knowledge transfer, partnerships and product development) that promote healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need		Good Food - How We Communicate; Stronger Communities - Community Impacts & Philanthropy
<b>Corruption</b>			
S03	Percentage of employees trained in organization's anti-corruption policies and procedures		Stronger Communities - Business Ethics & Human Rights
<b>Compliance</b>			
S08	Monetary value of significant fines and total number of nonmonetary sanctions for noncompliance with laws and regulations		Material items would be disclosed in our ConAgra Foods 2015 Annual Report, 10-K
<b>Customer Health and Safety</b>			
PR1	Lifecycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedure		Good Food - Food Safety & Quality
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards		Good Food - Food Safety & Quality
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and sugars		Good Food - Nutrition ConAgra Foods reports the percent of our Consumer Foods portfolio that fits within three clearly defined health and nutrition categories
FP7	Percentage of total sales volume of consumer products, by product category sold, that contain increased fiber, vitamins, minerals, phytochemicals or functional food additives		Good Food - Nutrition ConAgra Foods reports the percent of our Consumer Foods portfolio that fits within three clearly defined health and nutrition categories

Fully Partially Not Reported

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Marketing Communications</b>			
PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship	<input checked="" type="radio"/>	<a href="#">Good Food - Advertising to Children</a>
<b>Compliance</b>			
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services	<input checked="" type="radio"/>	Material items would be disclosed in our <a href="#">ConAgra Foods 2015 Annual Report, 10-K</a>



For questions regarding this report, please contact  
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