



GLOBAL RESPONSIBILITY REPORT **2023**





Table of contents

1 INTRODUCTION

- 1** To our stakeholders
- 2** Company overview
- 3** Fiscal 2022 highlights
- 4** Fiscal 2022 report dashboard
- 5** Environmental, social and governance issues
- 5** Oversight
- 6** Stakeholder engagement
- 7** Philanthropy and community engagement
- 8** Public policy
- 9** About this report

54 PEOPLE

- 56** Human rights
- 60** Workplace safety
- 61** Diversity, inclusion and belonging
- 68** Employee well-being and development
- 72** Strengthening hometown communities

10 FOOD

- 11** Food safety
- 12** Nutrition
- 17** Alleviating hunger
- 21** Diverse consumer needs
- 24** Consumer education and marketing
- 26** Transparency

76 APPENDIX

- 76** Environmental data summary
- 77** Global Reporting Initiative index
- 80** United Nations Global Compact Principles
- 81** Task Force on Climate-related Financial Disclosures index
- 82** Sustainability Accounting Standards Board reference table

27 PLANET

- 31** Climate change
- 35** Eliminating deforestation
- 38** Regenerative agriculture
- 43** Water stewardship
- 46** Packaging
- 49** Sustainable operations
- 51** Responsible sourcing
- 53** Animal welfare

INTRODUCTION



Jeffrey L. Harmening
Chairman, Chief
Executive Officer
General Mills

To our stakeholders

Since our founding more than 150 years ago, General Mills has been guided by the belief that doing good and good business go hand-in-hand. Today, we're more committed than ever to ensure the G in General Mills stands for Good — for the people we serve and the planet we depend on.

Standing for people

In 2022, we refreshed our company values to drive clarity and unity of purpose for all our employees going forward. Our updated values — Win Together, Continuously Innovate, Champion Belonging, and Do the Right Thing, All the Time — reinforce who we are, how we treat each other, and what we aspire to be as a company.

This past year we have made progress against our ongoing commitment to diversity in leadership and talent acquisition, including an increase in the percentage of people of color in leadership roles across General Mills, and an increase in the percentage of women on our Board of Directors.

Our focus on standing for people extends across our business — from the farmers who grow our ingredients to all workers in our supply chains. We are accelerating action to respect human rights to positively impact all the people we depend upon — and who depend on us. In 2022, we updated our Supplier Code of Conduct to include expanded protections for human rights.

Standing for planet

Our business also is inherently dependent on the Earth. We know that a healthy planet is critical for our company to continue making food the world loves, yet the negative impacts of climate change are widespread and severe. We recognize that we must regenerate the world's resources, strengthen ecosystems, and build community resilience.

We have focused our efforts in three priority areas where we can have the greatest impact — climate change, regenerative agriculture and packaging.

In 2022, we laid the groundwork for our climate roadmap and invested in resources and capabilities to drive progress toward our ambitious goals. We continue to lead the industry in advancing regenerative agriculture by partnering with farmers, advancing science, and measuring outcomes. We also invested in a groundbreaking partnership to establish a state-of-the-art flexible film recycling plant in Minnesota.

To improve the integration of environmental, social and governance (ESG) priorities into our business, General Mills formed a Global Impact Governance Committee, which is accountable for ensuring our global responsibility programs are resourced, on track, and, ultimately, achieved. I lead the committee, and I'm joined by a highly engaged group of cross-functional senior leaders. We convene the committee regularly

and have strong engagement and oversight by our Board of Directors.

In our 53rd year of reporting social and environmental performance to stakeholders, we remain committed to disclosing our progress, as well as our challenges. We continue to support key global efforts to advance the sustainability agenda, including the United Nations Global Compact, which we have endorsed since 2008.

Our scale brings both opportunity and responsibility, and we are more determined than ever to ensure the G in General Mills stands for Good. While plenty of work remains to be done, I am incredibly proud of the progress we have made and am energized by the strategies we have in place to continue advancing our commitments for people and planet.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeff Harmening".

Jeff

Company overview

OUR PURPOSE

General Mills Making Food the World Loves

OUR VALUES



Win together



Continuously innovate



Champion belonging

OUR STRATEGIC PILLARS



Boldly building brands



Relentlessly innovating



Unleashing our scale



Standing for good

STANDING FOR GOOD

STANDING FOR PEOPLE

We thrive when our employees and the communities where we live and work are healthy and vibrant.



Hunger Relief

General Mills is focused on improving food security in communities of color.



Box Tops for Education

General Mills advocates for greater equity in education.



Equity, Inclusion and Representation

General Mills is committed to advancing our culture of belonging and creating positive impact in hometowns where we live and work.



Regenerative Agriculture

General Mills is working to advance an ecosystem of good on farms and ranches — and measure its impact.



Climate Action

General Mills is looking beyond its walls — from farm to fork and beyond — to reduce greenhouse gas emissions and create positive planetary outcomes.



Recyclable or Reusable Packaging

General Mills is innovating in packaging design to reduce environmental impact.

Fiscal 2022 highlights



100%

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

29 million

meals were enabled by donations of General Mills food worldwide during 2022.

#1

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



235,700

acres enrolled in programs advancing regenerative management.

87%

renewable electricity sourced for our global operations.

92%

of General Mills packaging recyclable or reusable (by weight).**



50%

of our Board of Directors are women and 33% are ethnically diverse.

88%

of our employees say that General Mills is a great place to work.***

\$90 million

in charitable giving contributed by General Mills and our Foundation worldwide in fiscal 2022.

*Includes food for both humans and pets. Source: SPINS 52 weeks ending 1/1/2023 Total - US Mulo, Natural Enhanced Channel and Pet Channel.

** Represents North America Retail and North America Foodservice operating segments.

***Global survey of salaried employees, October 2022.

Thoughts from our Chief Financial Officer

One important way General Mills is investing for the future is through our commitment to Standing for Good.

As a member of our Global Impact Governance Committee (GIGC), myself and other General Mills leaders help ensure our people and planet efforts are integrated across our enterprise, from our day-to-day investment decisions to our long-range planning.

Across our Finance function, we are diligently working to ensure our financial planning and capital management practices incorporate our Environmental, Social and

Governance (ESG) commitments. I'm especially proud of our efforts to align a portion of our company's financing with our commitment to address climate change.

■ In April 2021, we became the first U.S. consumer packaged goods company to put in place a sustainability-linked credit facility. By entering into this agreement, we receive a pricing adjustment based on measured progress in two key areas: reducing greenhouse gas emissions and using renewable electricity for our global operations.

■ In October 2021, we announced our inaugural sustainability-linked bond, making us the first U.S. investment grade consumer packaged goods company to execute this type of green financing bond.

These innovative financing structures demonstrate our commitment to taking urgent action against climate change by embedding sustainability into the fabric of our operations.

As we continue to look beyond our annual planning cycle, we need to understand the risk of climate change to our future business results. As a

signee and supporter of the Task Force for Climate-related Financial Disclosure (TCFD), we remain committed to providing our stakeholders with relevant information on climate-related issues. A summary of our approach can be found within the Planet section of our Global Responsibility Report, as well as through our annual CDP disclosure.

From driving topline growth to creating cost savings and a more resilient supply chain, we believe that integrating our ESG efforts across the enterprise is not only imperative for people and the planet, but also drives value for our stakeholders.



Kofi Bruce
Chief Financial Officer
General Mills

Fiscal 2022 report dashboard

Throughout the year General Mills has continued our work to stand for good across our value chain, from agriculture and operations to our consumers and communities. Below is a summary of our progress in fiscal 2022. This table does not cover all metrics contained in the report; it includes key commitments and goals as well as select performance indicators in areas of importance to General Mills and our stakeholders. Please refer to each section of the report for details and definitions on these and other metrics.

Section	Commitment/goal or key performance indicator	2022 Progress
Food	Achieve Global Food Safety Initiative (GFSI) certification of all company-owned facilities	100%
	Global volume meeting criteria as Nutrition-Forward Foods (% of global volume)	40%
	Ranking of largest natural and organic packaged food providers in the U.S.	#1
	Meals enabled by donations of General Mills surplus food worldwide (# of meals)	29 million
	Enable 30 billion meals by 2030 through food donations and philanthropic partnerships (cumulative # of meals since 2019)	35.5 billion
	Reduce value chain greenhouse gas emissions by 30% by 2030 vs. 2020 baseline (% reduction)	1%
	Advance regenerative agriculture on 1 million acres of farmland by 2030 (# of acres engaged through programs designed to advance regenerative management)	235,700
Planet	All General Mills packaging designed to be recyclable or reusable by 2030 (% of packaging in North America Retail and Foodservice segments)	92%
	Champion the regeneration of water resources in priority watersheds	ongoing
	Source 100% renewable electricity for our global operations by 2030 (% achieved)	87%
	Reduce food waste in operations by 50% by 2030 vs. 2020 baseline (% reduction)	39%
	Achieve zero waste to landfill at all owned production facilities by 2025 (% achieved)	41%
	Purchase 100% cage-free or free-range eggs for our global operations by 2025 (% contracted)	60%
	Advance respect for human rights across our value chain	ongoing
People	Global injury/illness rate per million hours worked (based on ASTM E2920 international standard)	2.45
	Women in professional positions (% of global employees)	50%
	Increase minority representation to 25% (% of U.S. employees)	24%
	Representation of Black managers (% of U.S. employees)	3%
	Spend with minority-owned suppliers (US\$)	\$459 million
	Percent of employees that say General Mills is great place to work	88%
	Amount of charitable giving (US\$)	\$90 million

Environmental, social and governance issues

In 2021, we partnered with Pivot Strategies to conduct an update of our ESG issues assessment. We created and distributed a survey to more than 80 external and internal stakeholders, who were asked to assess the relative impact of each issue based on two dimensions: external impact (the impact that General Mills has on society and

the environment from each issue) and internal impact (the impact of each issue on the company's performance and enterprise value, considering factors such as revenue, expenses, reputation, risk, capital investment, market access and financial reporting impacts). The results of the survey were aggregated, and the issues were

placed into tiers based on their relative impact on the two dimensions.

This ESG issues assessment and prioritization helps guide our strategy and reporting and has enhanced our understanding of what stakeholders feel are currently the most impactful issues for our company to address. We

recognize that all of the issues assessed are important and interconnected, and do not view this assessment in isolation, but rather in conjunction with our broader business strategy and priorities. For more information on this assessment, including definitions and boundaries for each of these issues, please refer to our [2022 Global Responsibility Report](#).

TIER 1: Priority issues core to General Mills' strategy and performance

- Climate change
- Food safety and quality
- Health and nutrition
- Ingredient sourcing
- Packaging
- Regenerative agriculture

TIER 2: Significant issues to our business

- Biodiversity
- Board and executive oversight
- Diversity, equity and inclusion
- Ethics and compliance
- Hunger and food security
- Regulatory compliance
- Responsible marketing and labeling

- Responsible sourcing
- Talent management
- Transparency
- Waste
- Water stewardship
- Workplace safety

TIER 3: Issues of importance with focused strategies

- Animal welfare
- Community giving and engagement
- Deforestation
- Human rights
- Privacy and data security
- Public policy

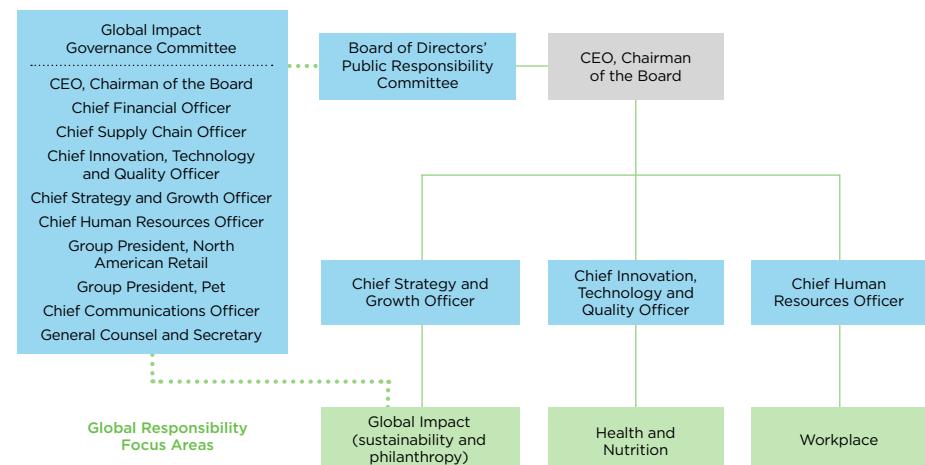
Oversight

The Global Impact Governance Committee, led by our Chairman and CEO and overseen by the Board's Public Responsibility Committee, is accountable for our global responsibility programs. The Board's Public Responsibility Committee provides extensive oversight and receives regular updates from the operating teams.

Our Chairman and CEO convenes the Global Impact Governance Committee at least three times per year. The purpose of the Committee is to establish, direct and oversee

General Mills' position on matters of significance to the company and its stakeholders concerning corporate social responsibility, environmental and sustainability issues, and philanthropy. Additional details about leadership and governance related to specific global responsibility issues are included in relevant sections of this report.

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



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

Stakeholder engagement

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

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

We engage on issues that are material to our global responsibility strategy and where we can have a substantial

positive impact. When engaging with stakeholders, we assess potential alignment on objectives, organizational expertise, capacity, influence and willingness to collaborate.

For example, to advance regenerative agriculture, we are engaging stakeholders across the value chain including the U.S. and state departments of agriculture, trade associations, peer companies, retailers, nonprofit implementing partners and academic institutions. We engaged senior officials at the USDA on how the government can support farmers who want to pursue regenerative practices. We are extending those conversations to the states by partnering with the National Association of State Departments of Agriculture. We are also working with Walmart and peer companies to advance regenerative agriculture through policy levers ahead of the federal Farm Bill.



United Nations Sustainable Development Goals

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



Philanthropy and community engagement

We are deeply committed to the communities where we live and operate and from which we source our ingredients. Our community impact initiatives, including philanthropy and employee volunteerism, aim to help build strong, equitable and resilient communities.

Our approach: General Mills philanthropy ties closely to our company's purpose, core business and food systems knowledge. We partner in innovative ways with nonprofits and other partners to grow our collective impact in targeted issue areas, while engaging our employees through volunteerism.

Leadership and governance: General Mills philanthropy and community engagement programs are led by the Chief Sustainability and Global Impact Officer with support from a team of experienced specialists who steward the company's philanthropy. In addition, employee councils located across our key global operating communities — General Mills "hometowns" — help to inform our local grantmaking by recommending nonprofits to be considered for grants.

General Mills philanthropy is governed by the [Global Impact Governance Committee](#), which includes the company's Chairman and Chief Executive Officer and leaders from law, finance, R&D, supply chain, marketing, strategy and growth, communications, and innovation functions.

Targeted impact: To ensure General Mills philanthropy is well informed and effective, we use an outcomes-based approach to help strategically target and advance solutions in priority issue areas. Led by managers on our Global Impact Team and

with input from other internal and external subject matter experts, we leverage the evidence base to develop logic models for each of our priority issue areas that clearly define: the end outcomes (social

and environmental) we are targeting; the key activities and interventions that best support those outcomes; and the key measures we will use to assess our impact and progress along the way.

Philanthropic global focus areas



Alleviating hunger — helping to feed people in need, promoting surplus food recovery and reducing racial disparities in food access. [Learn more.](#)



Regenerating ecosystems — empowering growers and regenerating ecosystems and natural resources. [Learn more.](#)



Strengthening hometown communities — making meaningful impact to people and families in the communities where our employees live and work. [Learn more.](#)



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

Our people-centered approach to impact

To advance positive global impact, we engage to support system transformation initiatives centered on the people and communities closest to the issues. We prioritize programs that recognize the wisdom and multilayered understanding that comes from lived experience, and that prioritize investments to help build the resources and capacity of individuals from those communities to be the guides and champions of new and better futures.

In everything we do — from our farmer-focused regenerative agriculture work around the globe in regions where we source key ingredients (see pages 38-42); to our work with the Minnesota Business Coalition for Racial Equity in our world headquarters community (see page 63); and our founding of Partners in Food Solutions, a multi-company initiative taking aim at food security in Africa by sharing knowledge

Our philanthropic impact

\$90 million

We gave US\$90 million to charitable causes in fiscal 2022.



\$53 million in product donations



\$37 million in cash donations

29 million

Our product donations to food banks enabled 29 million meals around the world in fiscal 2022.

6 continents

Our strategic philanthropy and our community giving in General Mills hometown communities spanned six continents in fiscal 2022.

and best practices with emerging food companies (see page 75) — we believe that a people-centered approach unlocks the deepest understanding of social and environmental issues and systems, and is in fact key to designing better, more regenerative solutions for both people and planet.

Public policy

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

■ Protecting and preserving our planet:

- ◆ Leading on regenerative agriculture and soil health — General Mills is a leading voice on regenerative agriculture. We invest to help support farmers as they shift toward more sustainable practices and encourage collaboration and investment by governments and the private sector, such as our support for the Foundation for Food and Ag Research ([FFAR](#)), a critical facilitator of public private partnerships between industry



and farmers. Policy is a critical tool to advance this work. We also encourage the U.S. Congress to strengthen collaboration between organizations, components of our supply chains and domestic agriculture producers to meet our ambitious sustainability goals.

- ◆ Combating climate change — We have established industry-leading, science-based targets for carbon reduction and advocate for climate change policies. We support a comprehensive, national climate policy; joined Ceres' LEAD on Climate 2022 Day calling for action; have publicly called for the U.S. to remain in the [Paris Climate Accord](#); and support the U.S. Environmental Protection Agency's (EPA) [Clean Power Plan](#). See a list of our public actions [here](#).
- ◆ Supporting stronger organic standards — We work to promote and protect the integrity of organic standards and advance their continuous improvement. Learn about our support for the [National Organic Standards Board \(NOSB\)](#) and the [Organic Agriculture Research and Extension Initiative \(OREI\)](#).
- ◆ Advancing water stewardship — We engage policymakers to drive more sustainable water practices in key watersheds, like California and Kansas.

◆ Addressing packaging and food waste — We promote policies to effectively and efficiently increase packaging recycling rates and reduce waste. In the U.S., we are a leader in [AMERIPEN](#) — the American Institute for Packaging and the Environment — and are actively engaged in multiple coalitions aimed at reducing food waste and loss.

■ **Delivering nutrition:** We work to advance nutrition priorities, including support for strong Dietary Guidelines for Americans and strong U.S. school nutrition standards, and advocate for nutrition standards aligned with scientific recommendations in the Supplemental Nutrition Program for Women, Infants and Children (WIC), particularly that all breakfast cereals be whole grain.

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

■ **Increasing food security and strengthening communities:** Increasing food security — At the federal level, we are a longtime supporter of The [Congressional Hunger Center](#), and we work with [numerous partners](#) to advance policy at the state level.

◆ Protecting people — We advocate for inclusive public policies and add our voice to help lead change, including for [inclusive U.S. immigration and LGBTQ+ policies](#).

◆ Strengthening our communities — We develop important community partnerships that drive economic growth, increase connections and improve equity. For example, we are a leader in the [Minnesota Business Coalition for Racial Equity](#) (learn more in the [People](#) section of this report) and have advocated for the Minnesota legislature to [enact policing reforms](#).

■ **Informing consumers and increasing awareness:** We support public policy efforts to inform our consumers about our products. For example, we voluntarily labeled our products for the presence of bioengineered (BE) ingredients in the U.S. before it was required by law, and we continue to do so.

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

POLITICAL CONTRIBUTIONS AND MEMBERSHIPS

Our [civic policy](#) describes our approval process for corporate political contributions. The Public Responsibility Committee of the Board of Directors oversees the company's political activities, including our policy, disclosure of corporate political contributions, membership in major trade associations and independent political expenditures (although the company has not made any). For details and historical information, see our [2005-2022 civic involvement reports](#).

The [General Mills Political Action Committee \(G-PAC\)](#) is run by employees and uses employee funds to make political contributions to federal and, in limited cases, state candidates. No corporate treasury funds are used for federal candidate contributions, but as allowed by law, the company pays G-PAC administration costs. All G-PAC transactions are publicly disclosed via reports available on the [Federal Election Commission](#) website.

General Mills also advances its mission by partnering with [trade associations and other independent organizations](#) that share our goals, including:

- International organizations, such as EuroGlaces and the [Brazilian Association of Food Industries](#).
- U.S. public-policy-focused organizations, such as the [Consumer Brands Association](#) and the [National Association of Manufacturers](#).
- State or provincial agencies, local chambers of commerce and manufacturing organizations, such as the [Minnesota Chamber of Commerce](#) and the [Ohio Manufacturers Association](#).

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

Accountability: In 2022, the Center for Political Accountability rated General Mills as one of the top "Trendsetters" in its [CPA-Zicklin Index of Corporate Political Disclosure and Accountability](#).

In this ranking, which includes all companies in the Standard & Poor's 500 Index, we maintained our leading performance from past years.

About this report

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

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

REPORT SCOPE

- The report covers the company's global operations in fiscal 2022 (52 weeks ended May 29, 2022), except where noted otherwise.

- Data for fiscal 2022 Scope 1, 2 and 3 GHG emissions have been verified by Apex Companies, LLC. For details, see the [Greenhouse gas emissions](#) section in the Appendix.
- Unless otherwise noted, data in this report is not externally verified and may occasionally be restated due to improvements in data collection methodology.
- Actual results may vary significantly from expectations expressed or implied in this report. Undue reliance should not be placed on forward-looking statements, which speak only as of the date they are made. We do not undertake to update or revise any forward-looking statements, except as required by law.

REPORTING STANDARDS

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

STAKEHOLDER INPUT

For the last several years, General Mills has engaged [Ceres](#) to convene a group of external stakeholders, including investors, NGO representatives and corporate practitioners, to provide input

on our annual Global Responsibility Report. This year, several corporate and industry experts from Ceres provided feedback on a detailed report draft. We value this input and have incorporated much of their feedback into the report.

FEEDBACK

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





Food

IN THIS SECTION

- Food safety
- Nutrition
- Alleviating hunger
- Diverse consumer needs
- Consumer education and marketing
- Transparency

100%

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

29 million

meals were enabled by donations of General Mills food worldwide during 2022.

#1

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

*Includes food for both humans and pets. Source: SPINS 52 weeks ending 1/1/2023 Total – US Mulo, Natural Enhanced Channel and Pet Channel.



Food safety

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

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

- Processes – Food safety is integrated into all our processes, beginning with R&D and extending across our supply chain.

- Risk mitigation – We conduct internal risk-based surveillance and food safety testing at all General Mills facilities to identify and prioritize specific areas of risk.

- Audits – Our Global Internal Audit team periodically audits the effectiveness and efficiency of food safety controls and operating procedures. Results are reported to the Board of Directors' Public Responsibility Committee.

Governance:

- Policies – Governance of General Mills food safety and regulatory matters begins with a corporate Food Safety and Regulatory Policy signed by our Chief Executive Officer. This corporate-wide policy is supported by 18 individual policies that apply to our human and pet food products globally. These policies and accompanying standards, procedures and guidelines

cover a broad range of food safety areas, such as regulatory compliance; trace and recall; labeling; claims; physical, chemical and biological hazards; transportation; good manufacturing practices; and sanitation.

- Leadership – The Vice President of Food Safety and Quality has direct responsibility for food safety. Further oversight of food safety results and strategy is provided by the Board of Directors' Public Responsibility Committee.

Suppliers:

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

Recalls: When we learn about illnesses that may be linked to our products, we take immediate action. We collaborate with internal and external technical experts to investigate the situation, communicate with customers and consumers, and issue voluntary recalls to remove affected products from store shelves, when appropriate. We conducted 5 very small voluntary product recalls globally in fiscal 2022, compared to 1 recall in fiscal 2021.

2022 Progress

OUR PERFORMANCE

100%

of company-owned production facilities **Global Food Safety Initiative (GFSI) certified***

\$16.6 million

invested into food safety, equal to 10.7% of total supply chain essential capital investment (U.S. dollars)

6,037

people trained through global centers of excellence and online training academy**

1,385

quality professionals trained in food safety***

*Includes Blue Buffalo pet food facilities. Our plant in Pouso Alegre, Brazil achieved partial certification in fiscal 2022 and is expected to achieve full certification by the end of fiscal 2023 (May 2023).

**Includes General Mills employees, suppliers, partners and co-producers.

***Includes corporate quality and supply chain professionals globally as of September 2022.

OUR SUPPLIERS

821

supplier and partner audits conducted, including 191 packaging audits, 441 human food ingredient audits, 94 pet food ingredient audits and 95 co-producer audits

GFSI certification:*



412

suppliers participated in food safety training sessions

*Includes human food co-production sites and suppliers. GFSI compliance numbers may fluctuate from year to year as new sites are added and other sites are removed based on changes in volume and ingredient requirements for new products, as well as delays in the issuing of certificates by certifying bodies, travel restrictions and other factors.





Nutrition

Our approach

Our goal is to provide a diverse portfolio of products that contribute to the well-being of our consumers and meet a variety of their needs. We are committed to making food with passion and putting people first by delivering the taste they love and improving the nutrient density, affordability and accessibility of our products. At General Mills, we view nutrition as a source of growth and as a force for good.

Our aspiration: We recognize the importance of our foods in consumers' lives, and we provide a variety of foods that fit with our consumers' budgets, time, tastes and nutritional needs. We understand the importance of sustainable food systems and the critical role the food industry can play in meeting these needs. We aspire to provide nutrient-dense foods that are made with ingredients grown using regenerative agricultural practices, that are affordable, easy to prepare and that the whole family loves. Learn more about our leadership in sustainable food systems, our sustainable sourcing practices and our work to reduce the environmental impacts of food packaging in the [Planet](#) section of this report.

Investment in nutrition research: We invest in research and development (R&D) to improve the nutrient density of our products and help us improve our understanding of the impact of food on health and wellness. We believe in cross-sector dialogue and diverse partnerships

to advance nutrition research in support of public health. We collaborate with a range of scientists, universities, consortiums and organizations across the globe to advance nutrition science and help answer multifaceted nutrition problems. We discuss our policies and practices openly and transparently.

Bell Institute of Health and Nutrition:

General Mills' global Bell Institute of Health and Nutrition is the company's source for scientific health and nutrition expertise that creates value and growth for General Mills. The Bell Institute of Health and Nutrition is a team of scientists and registered dietitians who guide General Mills' product development through:

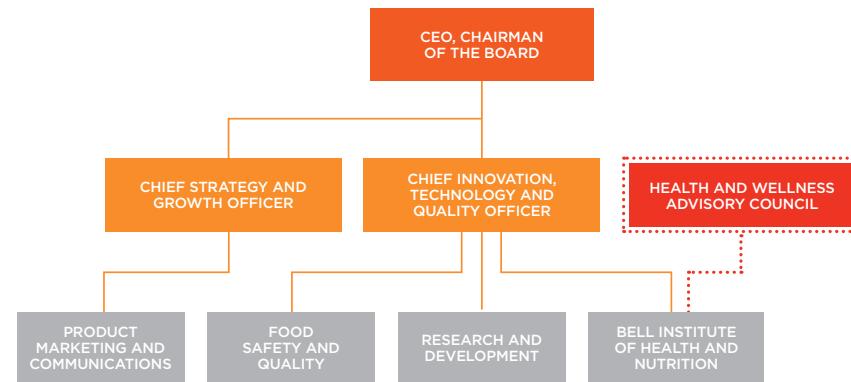
- Nutrition science research
- Insights on nutrition claims and regulatory matters
- Health communications to customers, nutrition professionals and consumers
- Nutrition recommendations for product innovation and reformulation
- Product nutrition guidelines for select brands, including category-specific limits for calories, saturated fat, sodium and added sugar, and nutrients as well as food groups to encourage, like whole grain and fiber

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



Leadership and governance:

Responsibility for product development and marketing lies within the R&D and



marketing organizations, respectively. Responsibility for marketing communications is held by the Chief Strategy and Growth Officer. The Chief Innovation, Technology and Quality Officer is responsible for the areas of product nutrition, safety and labeling. The Bell Institute of Health and Nutrition reports to the Chief Innovation, Technology and Quality Officer who approves the overall health and wellness strategy and updates the Public Responsibility Committee of the Board of Directors. See organization chart above.

Health and Wellness Advisory Council:

Since 1989, our Health and Wellness Advisory Council of globally recognized external academic experts in health and nutrition meets regularly to provide feedback on our nutrition strategies and actions. [Learn more](#) about our Nutrition and Food Safety Partnerships and Collaborations.

Nutrition policy and engagement:

Globally, we engage transparently on nutrition policy topics through public engagement opportunities to provide science-based positions that support

public health concepts such as nutrient density, fortification, whole grain and healthy dietary patterns. For more information about where and how we engage on nutrition policy topics, please see the public policy content in the report's [Introduction](#) section.





Affordable nutrition

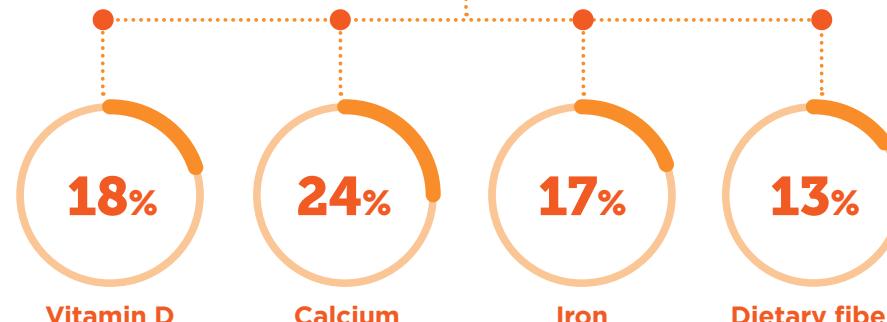
General Mills' priorities have long included providing nutritious foods and increasing food security to support the health and well-being of our consumers.

Nutrient-dense foods: Nutrient density is the per-calorie proportion of beneficial nutrients in a food against nutrients to limit. Nutrient-dense foods are important contributors of key nutrients and food groups, including whole grain, dairy, fruits and vegetables, nuts and seeds, and vitamin and minerals, while balancing nutrients to limit, such as sodium, sugar and saturated fat. At General Mills, we provide a diverse portfolio of products, including many nutrient-dense foods like fortified whole grain cereals, low-fat and nonfat yogurts, granola bars, and frozen fruits and vegetables, that can help consumers meet dietary recommendations and build healthy eating patterns.

Fortification: We fortify key products in line with public health principles including using evidence-based decision-making to help guide the use of nutrients in our foods. General Mills

Providing key nutrients

Many of our products meet U.S. regulatory criteria as good sources of key nutrients and food groups that are lacking in many people's diets. In fiscal 2022, our North American retail volume contained at least a good source of the following nutrients:



periodically assesses population nutrient intakes using nationally representative dietary surveys to ensure our products help meet consumer dietary needs.

Affordable and accessible: We believe in providing affordable, accessible nutrient-dense foods that people love, such as ready-to-eat cereal, low-fat and nonfat yogurt, canned soup and vegetables, and

whole grain granola bars. Many of these products, in addition to being widely available in traditional retail outlets and online, meet the nutrition standards for U.S. federal nutrition assistance programs (see related story on the next page).

Examples of product offerings

80¢

▷ On average, a 6-ounce serving of Yoplait Original Style yogurt is about US 80 cents, and is an excellent source of calcium and good source of vitamin D.*



50¢

▷ At about US 50 cents per serving on average, a bowl of Big G cereal with milk is a great way to provide families with key vitamins and minerals and whole grain.**



\$3.60

▷ On average, at less than US\$3.60 per can, Progresso Vegetable Classic soups can be an affordable, convenient way to add vegetables to a meal. Each 1-cup serving provides ½ cup of vegetables.*



*AC Nielsen based on 52 weeks ending 12/24/2022.

**AP Nielsen, December 2022.

Sodium spotlight

General Mills is aligned with helping to reduce population sodium intakes and supports the U.S. Food and Drug Administration's (FDA) recently released voluntary sodium-reduction targets. We have a long history of significant sodium-reduction efforts, including our 2010 commitment to reduce sodium by 20% in 10 key U.S. retail product categories, which we achieved in 2019. We are currently assessing where our products fall relative to FDA's sodium guidance, and building and activating plans to continue our journey toward further reduction.

Our sodium-reduction efforts also expanded globally. As members of the International Food & Beverage Alliance (IFBA), General Mills and other IFBA member companies developed the first-ever collective commitment by the food industry to implement globally set standardized targets for sodium reduction in manufactured foods, which was launched in December 2021.

Building on decades of members' individual efforts and experience in sodium reduction, IFBA members commit to global sodium reduction with standardized, stepwise voluntary targets for key categories of products to be achieved incrementally by 2025 and 2030. The full commitment can be viewed [here](#).

To help us continue making progress on our sodium reduction journey, we have invested in novel technical advancements that we hope will allow additional significant and meaningful sodium reduction while also meeting consumer demands and food safety, functional and shelf-life expectations.





Supporting U.S. nutrition assistance programs

As part of our North American Foodservice business, General Mills is a longstanding partner of U.S. Department of Agriculture (USDA) feeding programs.

We are a leader in providing great tasting, nutritious, regulation-ready menu solutions for child nutrition programs, including the School Breakfast Program (SBP), the National School Lunch Program (NSLP) and the Child and Adult Care Food Program (CACFP). We also have supported the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) for over 45 years and today have over 240 WIC-eligible products. We support strong nutrition standards for these programs and continually develop new products and renovate existing products to meet these standards.

Honey Cheerios. Designed just for K-12

schools to meet the needs of both operators and students, *Honey Cheerios* is whole grain-rich, gluten-free and meets the sugar requirements to be eligible for the CACFP.



K-12 biscuits sodium renovation. Our foodservice team renovated our K-12 biscuits, making it easier for school foodservice operators to meet weekly sodium targets in the school meal program.

Cheerios Oat Crunch

Berry. With 51% whole grain and 11 grams of sugar per 1 cup serving, *Cheerios Oat Crunch Berry* meets the whole grain and sugar requirements for WIC.



General Mills' support for USDA feeding programs goes beyond the products we provide. Our dedication to ensuring kids are well fed and ready to learn also includes resources such as the *Keep Kids Fed Toolkit*.

With the shift away from providing free meals for all students — and instead requiring families to apply for free and reduced-priced school meals — school food service operators were concerned families eligible for benefits would not enroll and some students would go hungry. In response, General Mills created a *Keep Kids Fed toolkit* to make it easy for operators to spread the word about how families can apply for free and reduced-priced meals. The toolkit includes posters, flyers, social media assets and information sheets. [Learn more](#) about General Mills' actions to alleviate hunger and expand access to school nutrition assistance programs.



△ One of the ready-to-use resources from the General Mills Keep Kids Fed toolkit



Bridging the fiber gap

We are working to help bridge the fiber gap in UK consumers' diets through a variety of actions across our diverse portfolio of brands. Our actions include improving the variety and nutrient density of our offerings through innovation and reformulation so that they help deliver more fiber, fiber-rich food groups and whole grain. We will amplify these efforts through our brands, communications, engagement and support for events that encourage people to enjoy higher fiber diets. See our full commitment [here](#).



Plus it up!



Plus up the nutrition of affordable, convenient family favorites

General Mills provides educational material and simple meal ideas on [bellinstitute.com](#) focused on nutrient density, affordability and convenience for a variety of our products. For example, *Old El Paso Taco Dinner Kits* act as a nutritious and convenient carrier for lean meat, low-fat dairy and vegetables, while *Progresso* soup can easily be paired with fruit, side salad and a glass of milk for an easy and satisfying meal, and a variety of our snack products can be enjoyed throughout the day.





Global health reporting

Over the years, we have made significant progress reformulating products by increasing positive nutrients, like whole grain, fiber and iron, and reducing limiter nutrients, like sodium and sugar. From fiscal 2005 to 2018, we tracked and shared our progress through our U.S. Health Metric reporting system, whereby we improved the nutrition of our U.S. retail sales volume by 81% primarily by increasing positive nutrients or decreasing nutrients to limit. In fiscal 2019, we updated and expanded our approach to a new global health reporting system that provides a transparent snapshot of the

nutritional characteristics of our global portfolio. The process for determining which products qualify as Nutrition-Forward Foods is based on established nutrition criteria grounded in regulations, dietary guidance and nutrient density.

Results: In fiscal 2022, 40% of General Mills global volume met our Nutrition-Forward criteria, including 37% that met the criteria by providing a meaningful amount of a food group and 23% that met the U.S. Food and Drug Administration's Healthy criteria through limits on sodium and saturated fat. Our expansive and diverse portfolio offers a delicious variety of nutrient-dense products from every food group to help support consumers in building healthy eating patterns.

2022 Results GLOBAL HEALTH REPORTING*



In fiscal 2022,
40% of General
Mills global volume
met the Nutrition-
Forward criteria.**



*Global Health Reporting excludes our Pet segment.

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

- At least 8 grams of whole grain, a ½ serving of low-fat or nonfat dairy per regional definition, or a ½ serving of fruits, vegetables or nuts/seeds. (37% met these criteria.)
- or —

- Meet U.S. Food and Drug Administration's Healthy criteria: 21 Code of Federal Regulations 101.65. (23% met these criteria.)

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

PRODUCT CATEGORY	Whole grain cereals	Low-fat or nonfat yogurts	Snack bars	Soups	Fruits and vegetables
GLOBAL IMPACT	99% of our cereal portfolio provides at least 8 grams of whole grain per labeled serving	56% of our yogurt portfolio provides at least ½ serving of low or nonfat dairy	80% of our snack bar portfolio provides at least 8 grams of whole grain OR ½ serving of nuts or seeds	48% of our soup portfolio meets FDA Healthy criteria OR provides ½ serving fruits/vegetables per labeled serving	99% of our vegetable portfolio provides at least ½ serving fruits/vegetables per labeled serving
FEATURED PRODUCTS	Big G cereals like <i>Original Cheerios</i> , <i>Kix</i> , <i>Fiber One</i> , <i>Chex</i> and <i>Wheaties</i>	<i>Yoplait</i> yogurts like <i>Yoplait Original</i> , <i>Light</i> , <i>Source</i> and <i>Go-GURT</i>	<i>Nature Valley Crunchy Bars</i> , <i>Fiber One Chewy Bars Oats and Chocolate</i> , and <i>Annie's Chewy Granola Bars Oatmeal Raisin</i>	<i>Progresso</i> soups like <i>Reduced Sodium Hearty Minestrone</i> and <i>Light Vegetable & Noodle Soup</i>	A variety of <i>Cascadian Farm</i> frozen fruits and vegetables, <i>Muir Glen</i> tomatoes, <i>Betty Crocker</i> potatoes, a variety of <i>Progresso</i> canned beans
NUTRITION-FORWARD CRITERIA	Provides at least 8 grams of whole grain per labeled serving	Provides at least ½ serving of low-fat or nonfat dairy per regional definition	Provides at least 8 grams of whole grain per labeled serving OR ½ serving of nuts or seeds	Meets U.S. FDA Healthy criteria OR provides ½ serving fruits/vegetables per labeled serving	Provides at least ½ serving of vegetables/fruit per labeled serving



Nutrition innovation

At General Mills, we are always looking to the future and investing in product innovation and renovation to stay current in a dynamic environment. Nutrition innovation is a key piece of how we will continue to meet evolving needs and consumer preferences, adapt to new scientific insights and feed the world's growing population.

SUSTAINABLE NUTRITION

At General Mills, our view of sustainable nutrition focuses on how our ingredients are grown, the nutrition of our foods and the materials used to protect the food's nutrients, quality and safety. General Mills has a strong sustainability program dedicated to reducing the environmental impact of our ingredients and our packaging by increasing our sourcing from farms that implement regenerative agriculture principles, as well as actively transitioning to recyclable-by-design materials (learn more in the [Planet](#) section of this report). We also focus on providing nutrient-dense foods that contribute healthful ingredients, including whole grains and low-fat dairy, to the diet.

We believe packaged foods play an important role in sustainable nutrition by contributing shelf-stable, nutritious, convenient and accessible foods that meet our consumers' family traditions and food preferences.

PERSONALIZED NUTRITION

As consumers' desire for personalized nutrition expands, General Mills works to remain informed about emerging nutrition research and continues to provide innovative product offerings. Our diverse portfolio includes many

Product reformulation highlights

Nature Valley released a *Reduced Sugar Vanilla Almond Granola* with 50% less sugar* than the leading granola while providing an excellent source of fiber and 10% of the daily value for iron, a nutrient lacking in many people's diets.



*Contains 7 grams of total sugar per 65-gram serving, compared to 16 grams in our leading *Nature Valley* granola.

In Europe, our new *Nature Valley Fruit & Nut Cranberry, Raisin, Almond & Peanut* bar is made with a unique combination of 100% whole grain oats, nuts and fruit. Each bar is high in fiber and has no artificial flavors, colors or preservatives.



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

Carb-conscious – Our *Ratio* brand launched new keto-friendly products, including a yogurt-cultured dairy snack with granola toppings and a variety of new cereal flavors for those with net carbs in mind. *Good Measure* offers blood sugar friendly snack bars — convenient snack solutions that provide fiber and nuts and have 5 grams or less of net carbs — as an occasional snack for consumers interested in limiting their carbohydrate consumption.

Wonderworks is our cereal brand

designed with 3 grams of net carbs and 17 grams of protein per serving.

Weight management – *Fiber One* bars and brownies are smart choices for consumers looking for tasty ways to enjoy their favorite snacks while managing their weight. Our *Yoplait Light* brand has been a calorie-controlled yogurt for years and was recently reformulated to have less sugar and fewer calories.

Heart-healthy – *Cheerios Original, Honey Nut Cheerios* and the newest flavor, *Strawberry Banana Cheerios*, are staples in many households, and are made from whole grain oats, which contain beta-glucan, a soluble



△ Examples of our products that help satisfy consumers' personalized nutrition needs.

fiber that can help lower cholesterol as part of a heart-healthy diet.

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

Cereal Partners Worldwide

Our Cereal Partners Worldwide (CPW) joint venture with Nestlé makes and markets cereals globally outside North America. CPW is committed to making breakfast better by providing nutritious, tasty and convenient breakfast cereals. For more than a decade, CPW has been improving the nutrient density of its global product portfolio to increase beneficial ingredients and nutrients that are important to a balanced diet — such as whole grain and fiber — and reduce ingredients like sugar and sodium.

Actions: Since 2003, CPW has increased the use of whole grains significantly, so that today 90% of CPW's breakfast cereals portfolio has whole grain as the number one ingredient. Along with international health organizations, industry peers and other partners, CPW and General Mills participate in the [Whole Grain Initiative](#), a global effort to increase consumer awareness of the importance of whole grains and promote greater consumption of them. With the initiative, CPW and General Mills support the annual International Whole Grain Day each November to encourage consumption of whole grains worldwide.

*Nielsen xAOC; 52 weeks ending 12/24/2022.

**As of September 2022.



Alleviating hunger

Our approach: Grounded in our belief that every individual, family and community should be food secure and free from hunger, General Mills works to

WHAT IS FOOD SECURITY?

Food security, as defined by the United Nations' Committee on World Food Security, means that all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their food preferences and dietary needs for an active and healthy life. Without enough nutritious food, people experience hunger — the physical manifestation of food insecurity.

make more food available to those in need. Together with our nonprofit partners, we work to ensure all members of the community have reliable, equitable access to a wide range of affordable foods. We help to expand surplus food recovery and charitable redistribution of good food by supporting food bank networks on six continents and other nonprofits focused on ensuring the world's good food is used to nourish people and doesn't go to waste.

We collaborate with others to expand our collective impact by investing to scale solutions, catalyzing place-based approaches and sharing our insights around the world through our employees' skills-based volunteerism

(learn more). We also advocate for policies that support long-term solutions to reduce hunger and food waste. Learn more about our public policy engagement to ensure people have access to nutritious and sufficient food.

Increasing food access and food recovery capacity

Our actions: We donate General Mills food and work with partners around the world — including food banks and other anti-hunger organizations — to alleviate hunger, expand food access and build long-term community agency and resilience. In 2019, we set a goal to enable 30 billion meals for hungry people by 2030, together with our nonprofit impact partners. In 2022, we exceeded that goal.

How we are supporting equitable food access and addressing racial disparities in food security



Help food banks grow capacity for food recovery and redistribution

- Donate General Mills food to food banks
- Provide grants that strengthen food banks' capacity to recover and equitably distribute more food
- Promote broad adoption of innovative food recovery systems that make it easy for food makers, grocers, restaurants, distributors, schools and trucking companies to donate food



Support vibrant community food systems with equitable food access

- Partner with civil rights and anti-hunger organizations that are taking aim at racial disparities in food security
- Support culturally specific, locally driven food solutions
- Advocate for resources and policies to drive long-term systems-level solutions to end hunger



Alleviate child hunger

- Strengthen the reach and impact of school meal programs in our key global markets
- In the U.S., increase food access among lower income populations by promoting participation in food and nutrition assistance programs among those who are eligible





To ensure no good food goes to waste and that the world's precious food is used to nourish people, we leverage our philanthropy as well as General Mills' deep food system expertise to expand surplus food recovery across the industry. Our

efforts and investments have resulted in grocery stores, restaurants, food distributors and thousands of other businesses and food outlets around the globe gaining and adopting systematic food recovery solutions so that their

good surplus food can be used to nourish hungry people and not end up in landfills.

Since food waste and loss occur from "farm-to-fork" and impact growers, families, communities, the environment and businesses, we engage with a wide variety of partners to advance positive change. We bring a systems lens and take a collective impact approach to the issue, working with cross-sector coalitions and nonprofit organizations around the globe. These activities include:

- Expanding global knowledge and insights about the most scalable, high-impact solutions to food waste and loss
- Strengthening the capacity, safety and efficiency of food banks worldwide
- Investing and engaging to catalyze innovative new surplus food recovery solutions

Scaling up food recovery and distribution

MealConnect, created by Feeding America and funded by General Mills, is an innovative food recovery platform that makes it easy for food makers, grocers, restaurants, distributors, school cafeterias and trucking companies to efficiently donate surplus food. Since 2014, MealConnect has enabled billions of nourishing meals for food-insecure people, while helping food banks to

MealConnect™

expand from distributing primarily packaged food (retail store format) to also providing prepared meals from cafeterias, restaurants and other foodservice outlets.

- **49,000+** food businesses have donated their surplus food through MealConnect
- **60+** food transport companies have adopted the platform
- **4.2+ billion** pounds of food recovered, equal to 3.5+ billion meals

WHAT IS FOOD RECOVERY?

Also known as food rescue, food recovery is the practice of intercepting or gleaning good surplus food that would otherwise go to waste from places such as farms, restaurants, grocery stores, produce markets and dining facilities and redistributing that good food to nonprofit organizations that are working to ensure all community members are food secure.

Resources saved by recovering food

Food recovery reduces GHG emissions and conserves natural resources. General Mills donated more than 32.6 million pounds of food in fiscal 2022. Based on the ReFED Insights Engine Impact Calculator, the impact of keeping that food out of landfills is equivalent to 1,530 passenger vehicles driven for 1 year. Learn more in the [Planet](#) section of this report.

In the U.S., where 35% of all food goes unsold or uneaten, food waste is responsible for the following impacts:^{*}



4%
of U.S. GHG emissions



14%
of all fresh water use



18%
of all cropland use



24%
of landfill inputs
#1 material (EPA Estimate)

*Source: ReFED

2022 Progress

29 million

meals enabled by donations of General Mills food worldwide during 2022, contributing to 393 million meals since 2010.

53,556

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

*Through MealConnect and FareShare Go.

6 continents

Food bank networks on six continents strengthened using support from General Mills grants.





Addressing racial disparities in food security

Our commitment to racial equity*:

As part of General Mills' commitment to advance equitable food access, we direct our philanthropy and align employee volunteerism to support food banks, anti-hunger and racial justice organizations that are working to target and close racial disparities in food security given its disproportionate impacts on communities of color.

National partnerships: We are elevating racial equity in food access through partnerships with leading national civil rights and anti-hunger organizations, including Feeding America, Food Research & Action Center (FRAC), NAACP, No Kid Hungry and UnidosUS.

For example, through our more than 40-year partnership with [Feeding America](#), we are working to strengthen food bank

Disproportionate impact of food insecurity

Racial disparities among individuals experiencing food insecurity:*

- 1 in 5 Black individuals
- 1 in 5 Native Americans**
- 1 in 6 Hispanic individuals
- 1 in 15 white individuals

*Source: USDA, September 2022

**Source: [Food Insecurity Among American Indians and Alaska Natives](#)

capacity and disrupt racial disparities across the U.S. Our support of Feeding America in 2022 included a US\$275,000 contribution to support their Equitable Food Access grants program, which combines support from multiple donors to help 30 network food banks provide nutritious food to people experiencing the highest rates of food insecurity in communities of color and rural areas.

Local partnerships: In our world headquarters community of Minneapolis, Minnesota, our latest local grants included more than US\$1.5 million to support an ecosystem of over 20 organizations driving equitable food access solutions for Black, Indigenous and other low-income communities of color. Examples of our partnerships with BIPOC-led organizations fostering social justice, equitable local food systems development and economic opportunity in North Minneapolis include:

- **Appetite for Change** is implementing multipronged neighborhood-level food access solutions, including a farmers market, community cafe, policy and advocacy, urban agriculture, and food skills education.
- **Pillsbury United Communities** is reshaping the North Minneapolis food retail environment through the North Market, a full-service grocery store offering food at affordable prices while creating living wage jobs and sourcing from local BIPOC farmers and food entrepreneurs.

Learn more about how General Mills is strengthening equitable food access and supporting BIPOC entrepreneurs.

See page 72 to read about how we are strengthening equity in our Twin Cities (Minneapolis and St. Paul) grantmaking partnerships to increase funding for organizations focused primarily on improving the lives of Black, Indigenous and/or people of color.

\$1.5 million

in support for 20+
Twin Cities partnerships
driving equitable food
access since June 2021

How our partners are expanding equitable food access

Shown below are some of the many ways our national and local food access partners are addressing racial disparities to improve food security.



*Commitment includes equitable food access, [equity in education](#) and [equity in representation](#).



Alleviating child hunger

To reduce child hunger around the world, we work with partners — including food banks, school breakfast club programs and other anti-hunger organizations — in key markets ranging from Australia to Canada, the U.K. and U.S. to expand food security and build long-term resilience for the future.

*In 2021 (during the second year of COVID-19), more than 9 million children were living in food insecure households (1 in 8/9.3 million) and 1 in 10 individuals was at risk of hunger (10.4%/33.8 million). Source: [U.S. Department of Agriculture](#).

**No Kid Hungry does not provide individual meals; General Mills' donations help support programs that feed kids. Learn more at [NoKidHungry.org/OneDollar](#)

Partnering with No Kid Hungry

General Mills has a long history of supporting the work of No Kid Hungry to end childhood hunger in the U.S., providing more than US\$7 million in funding since 2016. Our brands also partner directly with No Kid Hungry. Together with our brands, General Mills has donated more than US\$9 million to No Kid Hungry over the past ten years, including a [US\\$1.3 million gift from Cheerios](#) in 2020 in support of No Kid Hungry's work during the COVID-19 crisis, underscoring the brand's commitment to doing good. Examples of our brands' partnerships with No Kid Hungry in 2022 are featured here.



Recognizing that households with children are more likely to be food insecure,* our food access strategy includes support for community outreach programs that help families at risk of hunger enroll in food and nutrition assistance programs, such as the U.S. Supplemental Nutrition Assistance Program (SNAP). Since schools are powerful levers for increasing food and nutrition security among children, we also work to expand access to and participation in school meal programs.



△ Our Big G business contributed US\$250,000 in October 2022 to help No Kid Hungry provide 2.5 million meals, including through the #BigGCerealsforGood campaign to raise awareness of the fact that one in eight kids in the U.S. are living with hunger.

10 million meals

Our partnership with No Kid Hungry helped schools and communities across the U.S. get the resources they needed to help feed 10 million meals to kids in fiscal 2022.**



△ Cheerios partnered with No Kid Hungry and the Fetch app during November and December 2022 to donate more than US\$200,000 to No Kid Hungry. Learn more.



Closing the breakfast gap*

We are working to help close the "school breakfast gap" — the number of U.S. children in low-income households who are eligible for, but not participating in, free school breakfast programs. The gap occurs when schools don't offer breakfast, or the way it is provided makes it difficult for kids to participate. Through our partnerships with organizations such as [Food Research and Action Center \(FRAC\)](#) and [No Kid Hungry](#), we are working toward the goal of ensuring that all children have daily access to a nourishing school breakfast.

*The breakfast gap includes more than 2.5 million U.S. children. Source: [FRAC School Breakfast Scorecard](#).

380,000

Through FRAC's support, 380,000 children had access to a daily meal in fiscal 2022.





Diverse consumer needs

Our approach: At General Mills, diverse and evolving consumer needs are at the center of our business. We include the voice of our consumers in every decision we make by understanding their needs, motivations, values and behaviors. We closely monitor key food trends and macro forces that can drive changes in the way people eat and interact with our brands. We offer products to meet consumers' personal nutrition preferences (see page 16 for details about our carb conscious, weight management, heart healthy and gluten-free options), new flavors

and varieties, plant-based foods, and our leading natural, organic and pet food offerings. Highlighted here are a few examples of our varied product portfolio.

△ *Annie's Extreme Cheese* has 50% more cheese than our regular Macaroni and Cheese — a direct response to consumer feedback.

Plant-based foods

Consumers seek plant-based foods for environmental, social and nutritional reasons. Our portfolio has long been substantially plant-based, with flour, breakfast cereals, snack bars, soups and frozen fruits and vegetables. We work both to ensure consumers know our products are plant-based and to grow the future of plant-based foods.

More than 750 of our products are vegan,* including *Dairy-Free Go-Gurt*, most *Lärabar* products, *Annie's* fruit

snacks and *Annie's Organic Vegan Mac*. In the yogurt aisle, *Oui* by *Yoplait* and *Liberté* offer dairy-free varieties. *Cascadian Farm* brings plant-based protein to granola bars and frozen vegetable, grain and pulse blends.

Through our business development and venture capital unit, **301 INC**, we invest in new brands poised to grow. This includes many that are plant-based, such as *Rhythm Superfoods*, maker of



△ A few of General Mills plant-based foods

nutrient-dense snacks, and *Kite Hill*, maker of almond-based non-dairy products. Everything Legendary is our latest partner. This Black-owned business makes plant-based burgers and grinds. Learn more about our investments in food innovations on page 23.

Natural and organic

Our business depends on a healthy planet, so it is imperative that we continue to seek ways to care for it. Since 2000, we have steadily expanded our natural and organic business to meet growing consumer demand and embed sustainability across our product portfolio. We believe that organic farming is better for people and the planet. Our focus on growing organic agriculture is one of many ways we are fulfilling our

commitment to advance regenerative agriculture. We aim to drive sustainability by leveraging the power of our business to support the growth of organic and regenerative farming.

We offer a mix of certified organic cereals, yogurt, frozen fruit and vegetables, snacks, meals, and baking products. One in nine products in our North American portfolio is certified organic or made with organic ingredients.*

While each of our natural and organic brands (see next page) is unique, they all strive to accelerate regenerative principles and to advance leading-edge sustainability programs that can be leveraged throughout General Mills. Learn more in the **Planet** section of this report about our commitment to regenerative agriculture.

Food benefiting people and planet

Our natural and organic brands are committed to making food that is good for people and the planet. The product examples below highlight the positive environmental impact of ingredients grown using organic and regenerative farming practices.

These varieties of *Cascadian Farm* organic cereal and baking flour are made with Kernza — a perennial grain whose long root systems benefit soil health, sequester carbon and protect water quality.



Annie's Organic Macaroni and Cheese is made with organic wheat and milk, supporting organic wheat growers and dairy farmers and having a positive impact on the land. We purchased 3.3 million gallons of organic milk in fiscal 2022 for use in our *Annie's* organic products. That milk came from cows raised on organic farms — avoiding 915,000 pounds of synthetic nitrogen fertilizer and 15,000 pounds of pesticides that would have been used on conventional farmland.



EPIC beef bars with the Ecological Outcome Verified symbol let consumers know that the beef is sourced from farms that have shown positive impact on the land, including reduced carbon emissions.



*As of September 2022. Does not include pet food products.



Our natural and organic brands



#1

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

*Includes food for both humans and pets.
Source: SPINS 52 weeks ending 1/1/2023
Total - US Mulo, Natural Enhanced Channel and Pet Channel.



Natural pet food

Blue Buffalo has become the leading natural pet food brand in the U.S.* by feeding pets like family members. Blue Buffalo is made with high quality, natural ingredients with real meat as the first ingredient and never any corn, wheat, soy, poultry by-product meals, artificial flavors or preservatives. The promise to "Love, feed and treat all dogs and cats like family" guides everything Blue Buffalo does — from industry-leading standards for sourcing ingredients to state-of-the-art manufacturing facilities.

In 2022, Blue Buffalo launched product innovations for both cats and dogs.

Cats: We introduced *Blue Tastefuls™*, a new portfolio of cat food products specially crafted to appeal to even the pickiest felines while delivering high quality nutrition through natural ingredients. NielsenIQ named *Blue*

Tastefuls wet cat food a BASES Top Breakthrough Innovation award winner in October 2022.

Dogs: Dog parents are seeking high protein, meat-rich dog food for their dogs. We reformulated our *Blue Wilderness* dry dog food with even more of the meat dogs love, plus wholesome grains — oatmeal, barley and brown rice — for truly balanced nutrition, and launched *Wilderness Premier Blend*, a nutrient-dense diet with tender meaty cuts and antioxidant-rich LifeSource Bits.



[WATCH VIDEO](#)

△ Learn more about our commitment to providing natural, high quality pet food.

Treats: With the 2021 acquisition of *Nudges*, *Top Chews* and *True Chews* brands, the leaders in natural meat treats for pets, Blue Buffalo is now the #1 natural treats brand in the U.S.**



◁ Healthy ingredients are part of the Blue Buffalo promise to love and feed all dogs and cats like family.



Investing in innovation that drives disruptive growth

Our approach: Today's fast-changing food landscape requires rapid innovation and a steady stream of new ideas. General Mills has been a leader in food innovations throughout our history, dating back to advances in milling technology more than 150 years ago. We recently created our Disruptive Growth team to fill the gap between core innovation and acquisition — and ensure we maximize ways to partner with, learn from and grow with the external entrepreneurial marketplace. The Disruptive Growth team includes G-Works, our internal venture studio that is working to solve big consumer problems with new ideas, and 301 INC, our external venture capital arm. In 2022, the Disruptive Growth team's efforts focused on opportunities related to the impact of climate change on food, increasing consumer personalization and technology-enabled convenience.

G-Works aims to solve big consumer problems in food through innovation — by unleashing our inner entrepreneur to identify opportunities, develop breakthrough solutions, and support brands using the scale and capabilities of General Mills to accelerate their growth. G-Works brands include:

- *Good Measure* nutrient-dense products with little impact on blood sugar
- *Doolies* snacks made with fruits that are good for digestion and naturally occurring fiber to support a healthy digestive system and help kids avoid constipation
- *Bold Cultr* cheese alternative made with proteins created through a precision fermentation process



△ G-Works brands include *Good Measure*, *Bold Cultr* and *Doolies*.

301 INC partners with entrepreneurs to accelerate their growth by nurturing the skills of founders and providing access to a team of General Mills functional experts across marketing, sales, operations and R&D who serve as partners to the brand teams, helping them meet the evolving needs of consumers faster than ever. In fiscal 2022, we continued to grow our 301 INC portfolio and support for entrepreneurial brands by [investing in Everything Legendary](#), a taste-forward, plant-based meat company led by passionate founders and targeted to the Black community. We also [invested \\$15 million in two early-stage venture capital funds for minority and female entrepreneurs](#). These investments are part of General Mills' commitment to

▷ Through 301 INC, General Mills is investing in *Everything Legendary*, a meat-free startup company led by Black entrepreneurs.



standing for good and promoting racial and gender equity in representation through economic opportunity:

- **Fearless Fund** founded by — and investing in businesses led by — women of color focused on bridging the gap in venture capital funding to build scalable, aggressive-growth companies
- **Supply Change Capital**, a women and Latina powered venture firm investing at the intersection of food, culture and technology with a focus on sustainability, health and diversity



"Black Americans are among the fastest-growing vegan demographics in the country. We believe *Everything Legendary* is poised for substantial growth — and we are just as energized by the passion of these founders as we are about the business opportunity. Their plant-based, chef-created products are a natural fit for 301 INC, where our mission is to discover and elevate remarkable founders with innovative offerings."

— Doug Martin, General Mills Chief Brand and Disruptive Growth Officer

301 INC partners

As of October 2022, we have nine partners.





Consumer education and marketing

Consumer education

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

Our commitment: As a member of the [International Food and Beverage Alliance \(IFBA\)](#), General Mills has made a commitment to adopt a common global approach to nutrition information on packaging that includes, at minimum, the labeling of calories on front-of-pack.

Date labeling

In the U.S., General Mills supports product labeling changes to help reduce food waste through clearer guidance for consumers about food shelf life. We have updated all of our U.S. product packaging to comply with this voluntary date-labeling initiative that uses standard nomenclature to reduce consumer confusion. Learn more about General Mills' food waste reduction efforts on page 18 and in the [Planet](#) section of this report



with the [Australian Daily Intake Guide](#) and IFBA requirements.

- Brazil - All General Mills package information complies with local regulations.
- Mexico - All General Mills package information complies with local regulations and includes front-of-pack consumer information as directed by the Mexican Health Ministry.
- China - All General Mills package information complies with local regulations and includes the energy icon on the front of packaging.
- Canada - All General Mills package information complies with Health Canada and [Canadian Food Inspection Agency](#) labeling requirements.
- Europe - All General Mills package information complies with [European Food Information to Consumers Regulation](#).
- United States - The majority of our U.S. products feature front-of-package labeling through the Facts Up Front program.

100%

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

*As of October 2022

Responsible marketing

Our approach: Whether marketing to children or adults, we present the qualities and advantages of our products truthfully, responsibly and with appropriate taste. We take special care with respect to child audiences. We believe that children should be encouraged to consume lower-calorie, nutrient-dense foods that support their growth and activity. Learn more about our commitment to maintain the [highest standards](#) for responsible marketing.

In all media and regardless of the intended audience, we design all our marketing to comply with applicable law and we fully adhere to the requirements of the International Chamber of Commerce [Framework for Responsible Food and Beverage Marketing Communications](#). In addition, we ensure that our ads are consistent with our core values. When possible, our advertising aims to reflect the diversity of society. And our advertising reflects generally accepted standards of social behavior, avoids stereotyping people and never insults or demeans any demographic groups.

Policies: General Mills marketing policies ensure that our commitment to responsible marketing underlies all of our marketing activities.





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

Global commitment: In all markets around the world, General Mills has committed to not direct any marketing to children under 13 for any product unless that product meets strict nutrition standards.

One of the ways we make this commitment is through IFBA, where we are a founding member of the **IFBA Responsible Marketing Commitment**, which mandates nutrition standards for child marketing. In addition to the IFBA Commitment, which applies globally, we also adhere to comparable local or regional commitments in many markets around the world, where such programs exist. In the United States, for example, we are a founding and longstanding participant in the **Children's Food and Beverage Advertising Initiative (CFBAI)**, which is operated by the Better Business Bureau. Similar to IFBA, CFBAI has set nutrition standards, and we commit to refrain from directing any marketing to



Data privacy

We collect and use consumer personal data for a variety of purposes, including to provide recipe-related publications to consumers who subscribe for these, to run sweepstakes, contests and loyalty programs, to ensure that our advertising is directed to relevant audiences, and to otherwise improve our product and service offerings. We are sensitive to the

privacy concerns of our consumers and are fully committed to complying with regulations, including the [EU General Data Protection Regulation \(GDPR\)](#) and the [California Consumer Privacy Act](#).

In addition to meeting changing legal requirements in this area, General Mills is committed to acting responsibly and transparently to continue to earn and

maintain the trust of our consumers with respect to our collection, retention and use of personal data. We also maintain safeguards to control against the loss of personal data or the unauthorized access, use, disclosure, destruction or modification of personal data. Learn more in our [data privacy policy](#).*

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

children under age 13 for any product that does not meet these standards. In any market where we are a member of such a program (or where specific regulatory requirements exist), we apply the nutrition standards that are applicable in that jurisdiction. In all other cases, we follow the IFBA Commitment nutrition standards, thereby assuring that our commitment is global.

Our compliance track record with these programs is extraordinarily strong. CFBAI, in particular, publishes a report annually that addresses the compliance of all of its participants. We are not aware of any instance of noncompliance by General Mills in the past several years, and CFBAI has confirmed this in its reports. In the unlikely event of any instance of noncompliance, a core function of our Responsible Marketing Council is to address such issues and determine appropriate corrective action.

Beyond our commitments under the programs noted above, we have made additional responsible marketing commitments that exceed industry

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

We have also long committed to refrain from marketing food to children in schools or at school events — and this commitment applies to all schools, even middle schools and high schools. This commitment covers all forms of marketing (beyond the identification of the brand and product on menus and packaging). For example, we do not depict or display food brands, products or logos on posters, signs, scoreboards or school equipment, nor do we market foods by distributing product samples or branded merchandise in schools. There are no exceptions to this commitment. In the U.S., we operate the Box Tops for Education™ school fundraising program

which, through sales of our products and those of many other companies (often nonfood companies), has provided US\$945 million to schools since the program's inception in 1996. Though schools are the beneficiaries of this program, we refrain from marketing the program to school children (whether inside or outside the school environment).





Transparency

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

We continue to increase transparency by providing information to key stakeholders when and where they need it. For example, to help consumers learn more about what is in their food, we provide information in multiple ways — on packages, through our company and brand websites, on our brands' social media channels and on third-party sites, such as e-commerce and transparency platforms. In addition, we actively support public policy efforts to inform consumers and increase their awareness about our products — these efforts are detailed on the [Public policy for the greater good page](#) of our website.

Product information: We provide consumers with answers to questions about our food at [askgeneralmills.com](#). Topics range from food ingredients to gluten-free products and use of bio-engineered ingredients (also known as genetically modified organisms, or GMOs). More than 87,000 users visited the website during fiscal 2022.

In the U.S., we provide product details through [SmartLabel™](#), an industry initiative that seeks to share digital product information with consumers. We also enroll products — especially our organic products — in the U.S.

[Non-GMO Project](#), a nonprofit organization that provides information



△ In 2022, we launched Cascadian Farm and Annie's granola bars with packaging indicating the products are made in peanut-free facilities.

Highlighting pollinator habitat support

Our first Muir Glen canned green tomato product — petite diced and fire roasted organic tomatoes available at Whole Foods stores — highlights General Mills' ongoing support for planting pollinator-friendly habitats. Tomatoes, along with other fruits, vegetables and nuts, require pollination, so healthy and abundant populations of bees and other insects are a priority for General Mills. We work with our suppliers and leading conservationists to conserve and expand bee habitats.



to consumers and third-party verification for non-GMO food and products.

Ingredient sourcing: We are committed to sustainable sourcing of the ingredients used in our products, and we regularly share information about our progress. For example, we disclose information about our purchase of Roundtable on Sustainable Palm Oil (RSPO) certified palm oil volumes on our [website](#) along with an updated list of all our [palm oil suppliers](#) down to the mill level to facilitate transparency and accountability in our extended supply chain. Details about our ingredients, how they are sourced and how we engage with farmers are included in the ingredient sourcing content in the Planet section of this report. To provide transparency about the way our ingredients are grown, we feature details on product packaging, including some of our Annie's macaroni and cheese boxes and EPIC beef bars.

Biotechnology: The safety of our products is our highest priority, and we find broad global consensus among food and safety regulatory bodies that approved bio-engineered crops are safe. We agree with the UN's World Health Organization (WHO) that the development of bio-engineered crops and derived ingredients offers the potential for increased agricultural productivity and improved nutritional value that can enhance human health and development. We have been disclosing the presence of bio-engineered ingredients on our U.S. packages since 2016. Globally we will continue to comply with all labeling requirements in every market in which we operate.

2022 Progress

TRANSPARENCY

319

topics covered on [askgeneralmills.com](#)

1,900

products listed on [smartlabel.org*](#)

600

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



*As of September 2022

Pesticide use: We recognize that some consumers and stakeholders have concerns about the use of pesticides. In today's global agriculture system, where plant pests and diseases are responsible for losses of 20 to 40% of all food production, farmers rely on pesticides, fertilizers and other tools to protect crops. As a key participant in this system, food safety is always our number one priority, and we maintain a comprehensive system of controls and processes to ensure the highest level of product quality and safety. We have long been a leader in sustainable agriculture practices that reduce the need for pesticides to be used in agriculture. We detail our work in this area on our comprehensive [Pesticide, food safety and ecosystems health web page](#).



Planet

IN THIS SECTION

- Climate change
- Eliminating deforestation
- Regenerative agriculture
- Water stewardship
- Packaging
- Sustainable operations
- Responsible sourcing
- Animal welfare

235,700

acres engaged through
programs designed to advance
regenerative management.

87%

renewable electricity
sourced for our
global operations.

92%

of packaging recyclable
in our North America
Retail and Foodservice
operating segments.



From our Chief Sustainability and Global Impact Officer

At General Mills, our business is inherently dependent on the earth and its natural resources. We know that a healthy planet is critical for our company to continue making food the world loves. Unfortunately, the negative impacts of climate change today are widespread and severe. This past decade was the warmest ever recorded, bringing with it extreme weather events that create real business challenges for us, from distribution disruptions to lower ingredient yields. Climate change, coupled with growing demand, compels us to evaluate how we increase resilience, for the planet, people, and our business.

But I'm happy to say that we are stepping up to this challenge. Led by our newly formed Global Impact Governance Committee (GIGC), we are adapting our enterprise operating model to transform how we work to achieve our ambitious goals. It's imperative we progress with scale and speed to reverse the negative impacts of climate change and support Mother Nature's return to health. This is no longer solely the responsibility of the central sustainability team; it's the work of many. Sustainability must not be siloed from the business, but inseparable from it.

Early work of the GIGC has enabled further prioritization of our global impact initiatives. While General Mills has established many important commitments, we are differentially focusing on and investing in three areas where we have the capabilities and processes to drive the largest impact for society. Those priority commitments are reducing greenhouse gas emissions across our value chain, advancing regenerative agriculture, and designing our packaging to be recyclable or reusable.

While we are in the early days of integrating global impact into the business and across key functions, we know we need to drive systemic change if we aim to hit our goals, and we believe these new structures and clear prioritization will help to accelerate progress toward our ambitions.

Thank you for your interest in our work to create a more resilient future for people and planet.



Sincerely,

Mary Jane Melendez

Mary Jane

Mary Jane Melendez
Chief Sustainability and
Global Impact Officer
General Mills

Commitments and fiscal 2022 progress



GREENHOUSE GAS

Reduce value chain greenhouse gas emissions by 30% by 2030 (compared to 2020 baseline).

F22 progress: 1% reduction across entire value chain; 49% reduction in owned operations (Scope 1 and 2)



REGENERATIVE AGRICULTURE

Advance regenerative agriculture on 1 million acres of farmland by 2030.

F22 progress: 235,700 acres engaged through programs designed to advance regenerative management



PACKAGING

General Mills brands will design 100% of packaging to be recyclable or reusable by 2030 (by weight).

F22 progress: 92% achieved in our North America Retail and Foodservice operating segments



WATER

Champion the regeneration of water resources in priority watersheds.

F22 progress: ongoing



RENEWABLE ELECTRICITY

Source 100% renewable electricity for our global operations by 2030.

F22 progress: 87% achieved



FOOD WASTE

Reduce food waste in our operations by 50% by 2030 (compared to 2020 baseline).

F22 progress: 39% reduction



ZERO WASTE TO LANDFILL

Achieve zero waste to landfill at all owned production facilities by 2025.

F22 progress: 41% achieved



ANIMAL WELFARE

Work toward purchasing eggs, pork and poultry from more humane livestock systems.

2022 progress: ongoing



HUMAN RIGHTS

Assess and address our human rights impacts in alignment with the United Nations Guiding Principles on Business and Human Rights.

F22 progress: ongoing



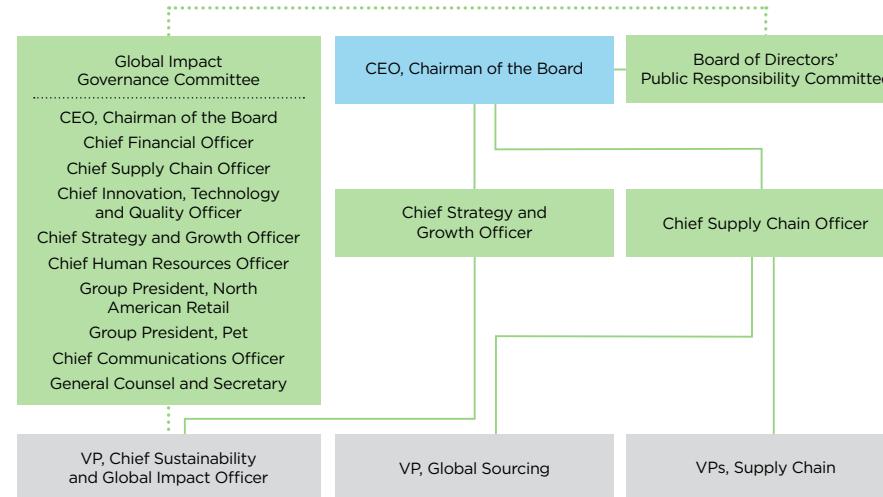
United Nations Sustainable Development Goals

Development Goals: General Mills supports the United Nations Sustainable Development Goals, a set of 17 broad goals and 169 more-specific targets to drive the 2030 Agenda for Sustainable Development globally. We focus on the goals that most closely align with the company's priority issues and areas of long-standing commitment, investment and progress.



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

Leadership and governance: The Global Impact Governance Committee (GIGC), led by our Chairman and CEO and overseen by the Board's Public Responsibility committee, is accountable for our sustainability program. The Chairman and CEO convenes the GIGC at least three times each year to establish, direct and oversee General Mills' positions



on matters of significance to the company and its stakeholders concerning corporate social responsibility, environmental and sustainability issues, and philanthropy. These matters are included in our Chairman and CEO's annual performance objectives and impact his compensation. The GIGC, which was formalized in 2021, is an evolution from the previous Sustainability Governance Committee and reflects the continued integration of sustainability into the company and the understanding that our ambitious targets

will require alignment, operationalization and investment across the company.

Further oversight of the company's sustainability work is provided by the Board's Public Responsibility Committee, which regularly reviews the company's sustainability objectives, strategies and performance. The company's Chief Sustainability and Global Impact Officer stewards the company's sustainability work, reporting to the Chief Strategy and Growth Officer, and working closely with other key business leaders to develop,

coordinate and execute programs to achieve company-wide targets.

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

- Leading on regenerative agriculture
- Combating climate change
- Advancing water stewardship
- Addressing packaging
- Reducing food waste

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



△ Building team capacity for learning: The General Mills Global Impact Team participated in an immersive learning experience on agricultural resilience. They visited White Oak Pastures in Bluffton, GA, where we source protein for EPIC meat products, and saw first-hand the impact that a regenerative approach has on the land, animals and a rural community.

General Mills is recognized as a global leader in sustainability*

America's Most Responsible Companies 2022 – Newsweek



Member of Dow Jones Sustainability North America and World Indices



100 Best Corporate Citizens 2022 – 3BL Media



America's Most Sustainable Companies 2022 – Barron's



Member FTSE4Good

*Recognitions as of December 2022.



Our journey toward regeneration

In 2013, General Mills launched a goal to sustainably source 10 priority ingredients by 2020. While we achieved this goal in 2020, our work continues to ensure access to high-quality ingredients as well as to manage the social, economic and environmental impacts of our ingredients. Through the results of our sustainable sourcing work, we learned that we need to take a holistic approach to regenerating ecosystems and advancing

human rights in order to more fully actualize opportunities that catalyze change. This begins with understanding how systems — such as climate, agriculture, water, biodiversity, and farming communities — are all interconnected and how we as a company can positively impact each.

With that knowledge, we have evolved from individual ingredient strategies to programs

that help regenerate the planet while also creating positive outcomes for people. To the right is how we have shifted our focus for the 10 sustainable sourcing priority ingredients. Please refer to the [Regenerative agriculture](#), [Eliminating deforestation](#), [Water stewardship](#), [Human rights and Animal welfare](#) sections for more detail on our strategies for these and other ingredients.

EXAMPLE: POSITIVE IMPACTS OF REGENERATIVE DAIRY

At General Mills, we recognize that dairy is a significant contributor to our greenhouse gas footprint and to global emissions overall. We also know that dairy is important in the context of water as it relates to water quality and manure and nutrient management. That's why we are taking a leadership role in creating — and expanding — programs in dairy to improve the impacts of dairy on animal welfare, farmer profitability and climate.

In North America, our regenerative agriculture pilot program started with three dairies in Michigan, and we have since expanded significantly throughout the Great Lakes region and Canada. Our partnership with the National

Fish and Wildlife Foundation (NFWF) helps to expand the scale and reach of our impact through partner projects that advance regenerative agriculture implementation and water outcomes (see map). Understanding the enormous potential in dairy, we continue to target our main supply sheds and to create programs appropriate for each geography and context. In late 2021, General Mills launched its first regenerative agriculture pilot in Europe to support farmers who supply milk for Häagen-Dazs ice cream.

Our new partners in Quebec, Logiq and Regeneration Canada, are supporting scaling regenerative agriculture to another important supply shed for General Mills.

In the coming year, we will launch whole farm GHG modeling to improve data on a variety of management practices and dairy systems (including manure), with a focus on finding greenhouse gas and financial "leaks" in dairy farm systems to reduce environmental impacts while saving money for the farmers. Regeneration Canada advances holistic farmer engagement and leadership to ensure that regenerative agriculture reflects farmer needs and whole-farm context. We are working closely with suppliers in all three dairy supply sheds to identify farmers ready to advance regenerative agriculture and whole farm GHG modeling on their dairy operation.

▽ We are building the capacity of local service providers and farmers to understand dairy context and select regenerative approaches that help to achieve positive outcomes.



	Program	Regions	Focus on positive outcomes
	General Mills regenerative agriculture pilot farming communities	Great Lakes, Quebec	Climate, biodiversity, animal welfare, soil health, farmer profitability, water quality
	National Fish & Wildlife Foundation partnership projects	Great Lakes	Climate, biodiversity, animal welfare, soil health, farmer profitability, water quality

Evolving our approach

FROM

Individual ingredient strategies



Cocoa



Corn



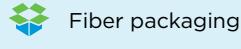
Vanilla



Dairy



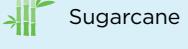
Oats



Fiber packaging



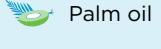
Wheat



Sugarcane



Sugar beets



Palm oil

TO

Strategies that regenerate the planet and create positive outcomes



CLIMATE



REGENERATIVE AGRICULTURE



WATER STEWARDSHIP



HUMAN RIGHTS



ANIMAL WELFARE



FOREST POSITIVE



Climate change

As a global food company, General Mills recognizes the risks that climate change presents to humanity, our environment and our livelihoods. Changes in climate not only affect global food security but also impact General Mills' raw material supply. This in turn affects our ability to deliver quality, finished product to our consumers and ultimately, value to our shareholders.

Nearly half of the greenhouse gas (GHG) emissions and 99 percent of water use throughout our value chain occur upstream of our direct operations, in agriculture, ingredients and packaging. This is where we can achieve the greatest reduction in our environmental footprint while ensuring the long-term availability of ingredients and improving the climate resilience of farming communities.

Effectively addressing GHG emissions, reducing climate change impacts and doing our part to tackle food security challenges requires an innovative, holistic systems approach. Agriculture presents a complex challenge, given volatile

externalities like weather, market demand and viable adaptation choices. Risks vary according to crops, growing regions and local markets. An effective approach requires continuous learning and adjustment as well as balancing multiple interests such as environmental impacts, food security and farmer livelihoods. Our [Climate Policy](#) establishes the broad framework from which specific targets and action plans will flow.

OUR GOAL

General Mills was the first company to publish a full value chain goal approved by the [Science Based Targets initiative \(SBTi\)](#), in 2015. In 2020, we published our climate commitment in alignment with 1.5 degrees Celsius guidance. That guidance was set by the scientific community to limit further planetary warming and minimize catastrophic outcomes, like crop failures, biodiversity loss and water scarcity.

Our commitment is to reduce absolute greenhouse gas emissions across our full

value chain* by 30% by 2030 (compared to 2020) and achieve net zero emissions by 2050. As only a small portion of our GHG footprint is from our owned operations, our goals go beyond our walls, addressing Scopes 1, 2 and 3 emissions.

Fiscal 2022 progress: General Mills is focused on advancing work to reduce our climate impacts. Through fiscal 2022, we reduced emissions by 1% across our entire value chain compared to the 2020 baseline. Within our owned operations, however, we have reduced emissions (Scope 1 and 2) by 26% compared to last year and 49% compared to our 2020 baseline. These reductions were driven by continued progress in our commitment to sourcing renewable electricity, improvements in operational waste disposal and reduced purchasing requirements. We continue to drive energy efficiencies in our operations and are now sourcing renewable electricity for 87% of General Mills owned operations globally. See the [Sustainable operations](#) section for additional details.

Scope 3 emissions remain a challenge to our full value chain progress. That is

Our climate commitment



Our progress*



*Compared to fiscal 2020 baseline

why we are in the process of developing an enhanced climate roadmap to ensure we continue to see emissions reductions at a rate that will achieve our 2030 and 2050 goals. Through this work we will be outlining several key strategies to further strengthen our greenhouse gas reduction efforts.

This year we also updated our GHG accounting methodology in multiple areas including home consumption, transportation and select ingredients. This change has increased the impact our downstream practices have on our GHG footprint. See the [Appendix](#) for additional details on our GHG emissions and calculation methodology.

GHG emissions: goal and progress

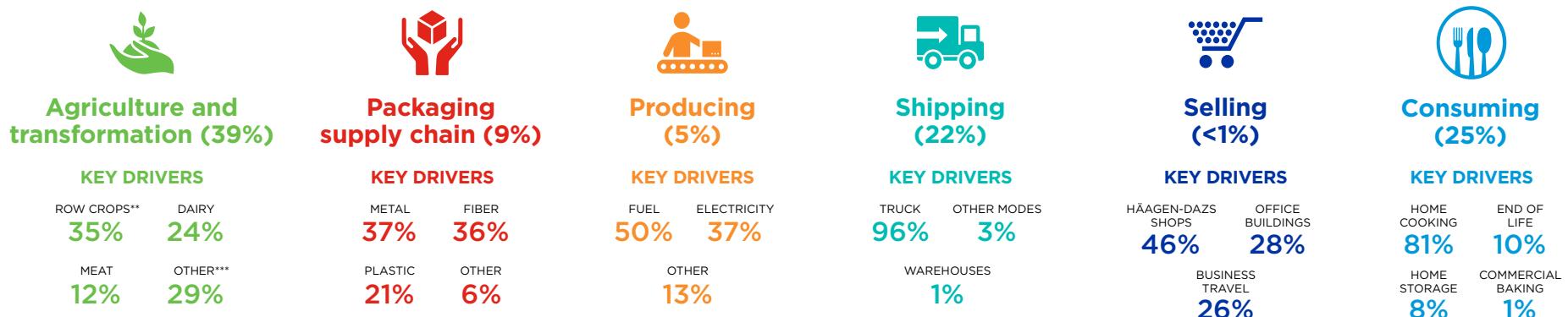
	2030 SBTi target	2020 baseline*	2021 results*	2022 results*	% change vs 2021	% change vs baseline
Total General Mills	-30%	16.2	16.0	16.1	1%	-1%
Scope 1 + 2 (market-based)**	-42%	0.8	0.5	0.4	-26%	-49%
Scope 3 SBTi target boundary current fiscal amount	-30%	15.4	15.5	15.7	2%	2%

*Emissions noted in million MTCO₂e

**Market-based Scope 2 reporting considers any contractual instruments that may be used in competitive energy markets, such as green tariffs, renewable certificates, or PPAs.

*Consistent with Science Based Target initiative (SBTi) guidelines, our goal focuses on the categories of GHG emissions that are the most impactful and actionable for General Mills (approximately 81% of our total value chain footprint in FY22). It excludes emissions such as low-volume ingredients, capital goods, employee commuting, franchises, downstream warehouse and storage at retail, consumer trips to store and end of life (consumer food waste).

GREENHOUSE GAS EMISSIONS ACROSS THE VALUE CHAIN*



*Percentages next to each phase represent the portion of General Mills' fiscal 2022 value chain GHG emissions footprint

**Wheat, dry corn, oats, sugar beets

***Cocoa, soybean oil and sugarcane represent nearly half of other

COLLABORATION

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

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

- Science Based Targets initiative (SBTi)
- Business Ambition for 1.5°C

- We Mean Business
- We Are All In pledge
- UN Caring for Climate Declaration
- Business for Nature's Call to Action
- Climate Collaborative
- Project Drawdown

- Supplier Leadership on Climate Transition Program (S-LoCT)
- Consumer Goods Forum Race to Zero Task Force

KEY LEVERS TO ACHIEVING OUR CLIMATE COMMITMENT

Our goals for 2030 and 2050 are aggressive, but needed, to achieve a stable climate. In order for General Mills to hit these targets, we need to collaborate across our value chain and drive systemic change. We have identified several key levers to help us achieve our climate commitment, and we are actively building strategies to drive progress in these areas. More detail on each of these areas can be found throughout the [Planet](#) section.



REGENERATIVE AGRICULTURE

As agriculture drives our largest climate impact, we must adapt farming practices to reduce land-based emissions.



DAIRY

Drive emission reductions across all aspects of dairy operations and value chains, including animal feed, enteric emissions, manure and on-farm energy.



ELIMINATING DEFORESTATION

Advance work to eliminate deforestation in supply chains across select high-risk ingredient categories.



RENEWABLES

Source renewable electricity for 100% of General Mills owned operations globally and evaluate external supply chain opportunities.



TRANSPORTATION EFFICIENCY

Work with transport carriers to leverage more GHG-efficient equipment, shift to lower-GHG transport modes, optimize truck fill rates and reduce empty miles.



SUPPLIER ENGAGEMENT

With more than 90% of our emissions occurring in Scope 3, partnerships to advance our suppliers' decarbonization plans are critical to impact our full value chain.

OUR APPROACH

Recognizing the need to accelerate our progress in reducing emissions, General Mills is working to advance our internal climate focus from footprint accounting to mitigation plans and execution through:

Building mitigation strategies: We are partnering with leading sustainability consultants to update and enhance our enterprise climate plan to move beyond understanding our greenhouse gas footprint to actively building

mitigation strategies. In parallel, we are resourcing internal teams across our business to implement projects and new ways of working that will avoid or reduce emissions.

Driving progress on key levers:

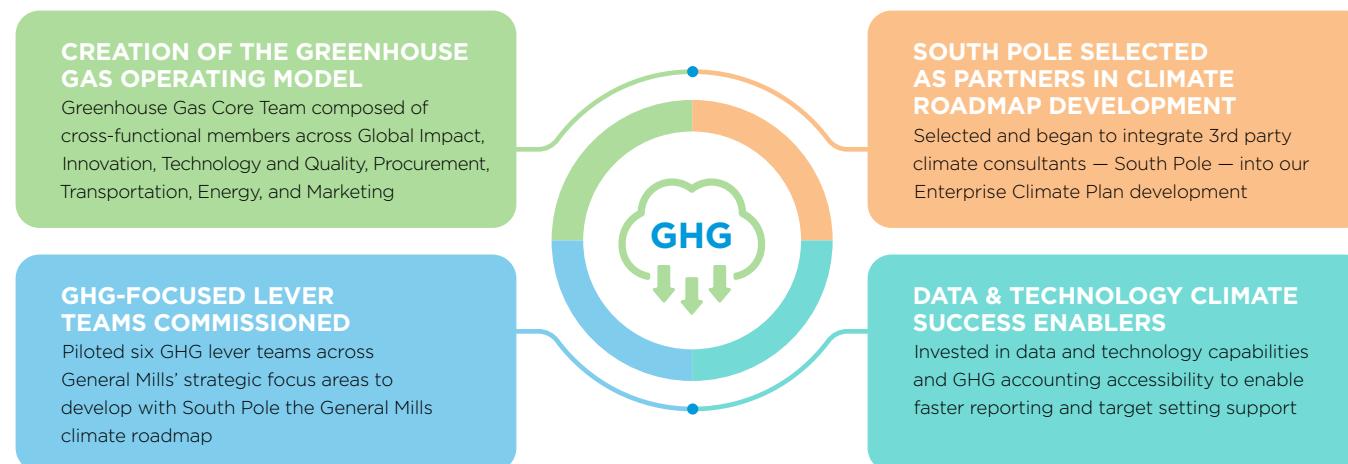
Beyond regenerative agriculture, we see additional opportunities to lower our greenhouse gas footprint, including driving emission reduction across dairy, eliminating deforestation in supply chains across high-risk ingredient categories,

sourcing renewable electricity, and leveraging more GHG-efficient equipment and transportation. We are actively working and planning future action across this breadth of initiatives.

Engaging suppliers: We are also engaging our suppliers to reduce their own GHG emissions. We have work in process with suppliers in key categories to encourage them on their climate journey, including setting targets and developing abatement strategies (see next page).

OUR ACTIONS

This year we have focused on laying the groundwork for our climate roadmap and investing in resources and capabilities that will enable us to drive progress against our goals. Key actions in 2022 include:



▽ We have created six lever teams to identify greenhouse gas reductions for their area and develop glide paths aligned with our climate goals.



DAIRY



FOREST-POSITIVE INGREDIENTS



SOURCE



REGENERATIVE AGRICULTURE/TECHNOLOGY



TRANSPORTATION



PET

Developing our climate roadmap

General Mills has engaged climate consulting company South Pole to help us create a comprehensive enterprise climate plan to reach our 2030 and 2050 targets. This work will provide greater detail into the interventions General Mills is planning to activate against to achieve these targets. South Pole is taking a thoughtful and thorough approach, consisting of a phased strategy for our climate plan development. We are excited to share this plan with stakeholders in 2023, along with an enhanced glide path to our 2030 and 2050 climate ambitions.



PHASE 1 Align and measure

- Isolate key hot spots in GHG footprint to enable greatest reductions
- Brainstorm new reduction opportunities



PHASE 2 Strategize and plan

- Collect data and align on adoption assumptions for each intervention
- Run modeling scenarios to both 2030 and 2050



PHASE 3 Share and mobilize

- Charter projects for first phase of GHG reduction work
- Socialize and educate around GHG enterprise climate plan

Engaging across our value chain

SUPPLIERS

At General Mills, we know that we cannot achieve our ambitious climate commitments alone. With a majority of our greenhouse gas (GHG) footprint upstream of our operations, we recognize the importance of engaging our suppliers on this journey. For this reason, we joined the Supplier Leadership on Climate Transition Program (S-LoCT), an international community of over 400 suppliers and 16 brands across 40 countries focused on training and education to enable greenhouse gas reductions. Through this program, we're helping suppliers understand and calculate their greenhouse gas footprint, identify opportunities to reduce their emissions and prepare to set targets that are aligned with the Science-Based Targets initiative. S-LoCT is set up to be a pre-competitive space, so that the learnings can be used to drive benefits not just at General Mills, but across the industry.

[Learn more about S-LoCT.](#)



BRANDS

To support our broader climate goals, General Mills brands are working to incorporate climate-friendly decisions into their business. Nature Valley has evolved their traditional commercial production approach to a custom-created sustainable approach for each production focused on reducing the amount and/or the type of equipment typically used. For example, they employed 'Green the Bid' to conduct a commercial production in California's Redwood National State Park incorporating waste diversion, e-waste management, elimination of plastic bottles on set and net emission offsets via forestry projects in Panama.



They also consulted with local park rangers and a representative from the National Park Foundation to ensure respectful treatment of the incredible shoot location.



CUSTOMERS

General Mills is partnering with our retailers on the Good for the Future program, which creates opportunity to connect with customers and consumers through shared values. We partner on retailer events focused on driving incremental merchandising on brands with a planet-forward action. This group currently consists of 14 customers selected due to their scale as well as commitment to sustainability and combating climate change. We estimate that together these customers account for approximately one-third of our customer-related Scope 3 emissions. We are also partnering with key retailers



to advance our nature commitments, help consumers navigate in store and increase the convenience of sustainable items.

Task Force on Climate-related Financial Disclosures

The Task Force on Climate-related Financial Disclosures (TCFD) develops voluntary, consistent climate-related financial risk disclosures for companies to provide information to stakeholders. General Mills supports this initiative and is committed to providing our stakeholders with relevant information on climate-related issues. A summary of our approach to each of the key pillars can be found below. Additional details on how we address the recommendations can be found in the TCFD index in the [Appendix](#) in our [CDP Climate disclosure](#).

Governance

The Board's Public Responsibility Committee provides oversight of the company's sustainability work — including our climate program. In addition, our Chairman and CEO convenes the Global Impact Governance Committee at least three times each year to review and approve climate-related strategies, programs and key investments.

Risk management

Climate change is included as a strategic risk in our company-wide Enterprise Risk Management (ERM) process. To better understand our climate risk, in 2020 General Mills commissioned Trucost/S&P Global to assess its climate-related transition and physical risks and opportunities in line with the TCFD recommendations.



Strategy

As the majority of our overall greenhouse gas (GHG) emissions occur outside of General Mills operations, our climate strategy focuses on driving transformation and reducing emissions across our entire value chain. Our General Mills [Policy on Climate](#) outlines our approach to mitigation, adaptation, disclosure and advocacy.

Metrics and targets

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



Eliminating deforestation

OUR APPROACH

At General Mills, we recognize that eliminating deforestation and preserving natural ecosystems are essential to meeting our climate commitment. To drive positive outcomes for both people and planet, we are focused on forest-positive strategies for commodities at high risk of deforestation and where we can make a meaningful impact. These include palm oil, cocoa, cashews and corn from Brazil. As a result of our recent climate footprinting work, we know that collectively the production of these ingredients makes up approximately 15%* of our ingredient-derived GHG emissions, and most of those emissions come from land use change. By eliminating deforestation in these commodities, we are not only protecting our forests, but also the people who depend on them.

350 million

The World Bank estimates that 350 million people depend on forests for sustenance and income.**

General Mills is a founding member of the Consumer Goods Forum Forest Positive Coalition of Action, formally launched in September 2020, which requires member companies to collaboratively work toward a forest-positive future, and proactively work with suppliers to mainstream deforestation-

free production across their business. Click [here](#) to view more on the Forest Positive Coalition of Action.

We recognize that deforestation and land use change have significant impacts for climate change. That's why we are looking to the work of SBTi, in particular the newly released Forest, Land and Agriculture (FLAG) Guidance, as well as where we can drive impact as we continue to evolve our strategies and programs.

Palm Oil: General Mills is a relatively small buyer of palm oil, but we recognize that our purchasing practices and cross-sectoral collaboration toward deforestation-free palm oil can positively impact ecosystems and people as well as drive progress toward our science-based target and reduce Scope 3 GHG emissions.

To help ensure our palm oil purchases do not contribute to deforestation of the world's rainforests or negatively impact the communities and habitats that depend on them, we have sourced 100% of our palm oil as Roundtable on Sustainable Palm Oil (RSPO) certified sustainable since 2015.

Our [Statement on Palm Oil Sourcing](#) lays out the principles we expect of direct suppliers, to ensure that they are in line with industry best practices, and contains information on our palm oil metrics, traceability, supplier mill list, and grievance process. Our approach, as well as the industry approach, to

responsible palm oil is continually evolving, and we are committed to working with our suppliers, peers and partners to support the development of a forest-positive, people-positive and climate-positive palm oil supply chain.

General Mills is actively engaging its suppliers in direct review of their palm oil production and sourcing practices, traceability to mill, and evolving where possible to traceability to production. We work closely with our suppliers and industry partners, like [Proforest](#), to build sustainability performance and compliance with our commitments through active score carding, conversations and collaboration. As part of our effort to advance progress, General Mills uses the [No-deforestation, No-peat and No-exploitation Implementation Reporting Framework](#) (NDPE IRF) — a reporting tool designed to help companies understand and track progress in delivering NDPE commitments, including deforestation-free supply chains. Click [here](#) to view our NDPE IRF profile, updated August 2022.



Supporting sustainable palm oil production

General Mills is collaborating with Musim Mas Group to implement a program at origin designed to integrate independent smallholders from villages neighboring the Leuser Ecosystem in Aceh Singkil, Sumatra, Indonesia, into the sustainable palm oil supply chain. Through this partnership, we are investing in a smallholder hub program focused on improving the economic security of smallholders and assisting smallholders on their journey toward sustainable production through collaboration with local government. Investment from General Mills supports the capacity building of village extension officers who provide good agricultural practice, financial literacy, and NDPE training and resources to smallholders.



▷ Engaging smallholder farmers to improve sustainable farm management



*Based on our fiscal 2022 corporate GHG footprint results

**Source: World Bank, <https://www.worldbank.org/en/topic/forests/forests-area>



Cocoa: The vast majority of our cocoa supply comes from West Africa, mostly through our key suppliers Barry Callebaut and Cargill. We work closely with NGO and supplier partners on the ground in Ghana and Côte d'Ivoire and invest in sustainable sourcing programs with a focus on protecting and restoring natural resources, strengthening smallholder farmer livelihoods, empowering women, preventing and remediating child labor, and advancing sustainable practices.

In addition to supplier programs, General Mills and CARE International launched the Cocoa Sustainability Initiative

(CSI) in 2014 to improve smallholder cocoa farmers' livelihoods and well-being in Ghana and Côte d'Ivoire. The program holistically supports smallholder farmer communities, including through Good Agricultural Practices (GAP) Training, improved access to inputs and strengthening of agricultural cooperatives. General Mills also partners with PUR to support smallholder cocoa farmers with clean cookstoves for improved health, income diversification and stronger livelihoods, and ecological resilience through agroforestry programs in Ghana and Côte d'Ivoire (see box below).

In March 2017, we signed on to the World Cocoa Foundation's **Cocoa and Forests Initiative** (CFI) to combat deforestation in key cocoa growing regions. Through this initiative we have worked closely with suppliers, stakeholders and Proforest to identify strategic actions to protect and restore forests, increase sustainable production, and promote social and community engagement. Our CFI action plans and progress to date for Ghana and Côte d'Ivoire can be viewed [here](#). As we continue our work with CFI in our key cocoa sourcing regions in West Africa, we will leverage the knowledge we gain

to inform our approach and strategy to achieve deforestation-free cocoa for the rest of our sourcing regions.



Holistic approach to regenerating forest ecosystems

Since 2019, General Mills has provided philanthropic support to PUR to drive long-term forest protection and restoration and improve and diversify cocoa farmer livelihoods in key General Mills cocoa sourcing regions in West Africa. With a goal of addressing deforestation in these regions, our PUR partnership supports

ecosystem restoration by engaging local communities through the introduction of diversified agroforestry and tree nurseries, while simultaneously launching complementary community-based activities that support the long-term success of tree planting initiatives, carbon sequestration, and ecosystem service-oriented activities

through community empowerment and income diversification and generation.

Our PUR partnership aims to drive progress in the areas listed below and has led to positive impacts for ecosystems, biodiversity and smallholder farmers.



"I needed trees to plant in my cocoa because I have realized portions of my cocoa farms have no trees remaining and have started wilting and dying, especially during the dry season. The PUR trees will provide shade for my cocoa farm, will also get timber, firewood, charcoal, and PUR will give me incentive."

— Grace Akyirem

FOCUS AREAS



Community-run agroforestry



Income diversification through beekeeping and fish breeding



Improved cooking stoves



Environmental awareness raising



Research projects

PROGRESS TO DATE IN GHANA AND COTE D'IVOIRE

67,647 trees planted

300 beehives distributed

Renovated 1 fish breeding structure with 7 ponds

1,000 cooking stoves built

3,000 participants

6 research studies completed to date; additional study to be completed by September 2023

For more details on PUR initiatives in cocoa, please find more information [here](#).



Fiber packaging: General Mills primarily sources our fiber packaging from recycled material or from virgin wood fiber regions where there is demonstrably low risk of any deforestation. In 2022, nearly all of our fiber packaging supply is considered at low risk of contributing to global deforestation because the packaging uses either recycled materials or virgin fiber that is sourced from regions where deforestation is not occurring, or is sourced from suppliers that have Forest Stewardship Council (FSC) Mix certification or better. We continue to

engage with our fiber packaging suppliers to ensure that we continue to advance our goals for sustainable sourcing.

Beyond our own sourcing footprint, we also recognize our ability to contribute to continuous improvement across the industry through our engagement in the Consumer Goods Forum Forest Positive Coalition and the [Pulp, Paper, and Fiber-based Packaging Roadmap](#).

Looking ahead: Based on information and insights from our recent climate footprinting work, we are engaging our

partner, Proforest, to prioritize forest-positive cashews as we continue to advance our climate commitments. And we continue to prioritize addressing land-use change in relevant ingredients as part of our climate ambition, science-based target, and engagement in the new SBTi FLAG Guidance. We continue to evolve our strategy and approach as we learn more about our climate and deforestation impacts and how we can work holistically toward a more forest-positive future.



Philanthropy to benefit people and planet

At General Mills, we leverage philanthropy to advance regenerative agriculture and support the conservation of natural resources and ecosystems around the world. Complementing our company's broader global impact commitments, we invest in NGO-led initiatives that increase farmer economic resilience, advance respect for human rights, improve soil and water health, and increase biodiversity through improved pollinator health and habitat.

FOCUS AREA

GOAL



Farmer resilience

Improve the well-being of smallholder farming communities from which General Mills sources key ingredients.



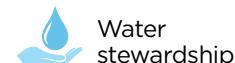
Forest preservation

Accelerate the preservation and rehabilitation of forests in key sourcing regions.



Soil health

Support broad adoption of regenerative agriculture principles and best practices, such as no-till farming and the use of cover crops, to improve soil health.



Water stewardship

Invest in water stewardship funds and coalitions to protect and restore at-risk watersheds.

PARTNERS



Regenerative agriculture

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

We believe the most promising solution to reach our climate goals and create

positive planetary outcomes is through regenerative agriculture, which we define as a holistic, principles-based approach to farming and ranching that seeks to strengthen ecosystems and community resilience. Regenerative agriculture can help address climate change by pulling carbon from the atmosphere and sequestering it in the soil, improving soil health and driving other benefits, such as improving nutrient cycling, so less synthetic fertilizer is needed. These elements of regenerative agriculture help to contribute emission reductions toward our climate goals. This is important

because today, the food system accounts for one-third of all GHG emissions, with around 70% from agriculture and conversion of natural lands to farmland. We use an outcomes-based approach, as opposed to one based on practices, believing that regenerative systems are unique to each farm context and seek to deliver measurable improvements in soil health and carbon sequestration, biodiversity, water quality and quantity, and farmer economic resilience (see graphic below).

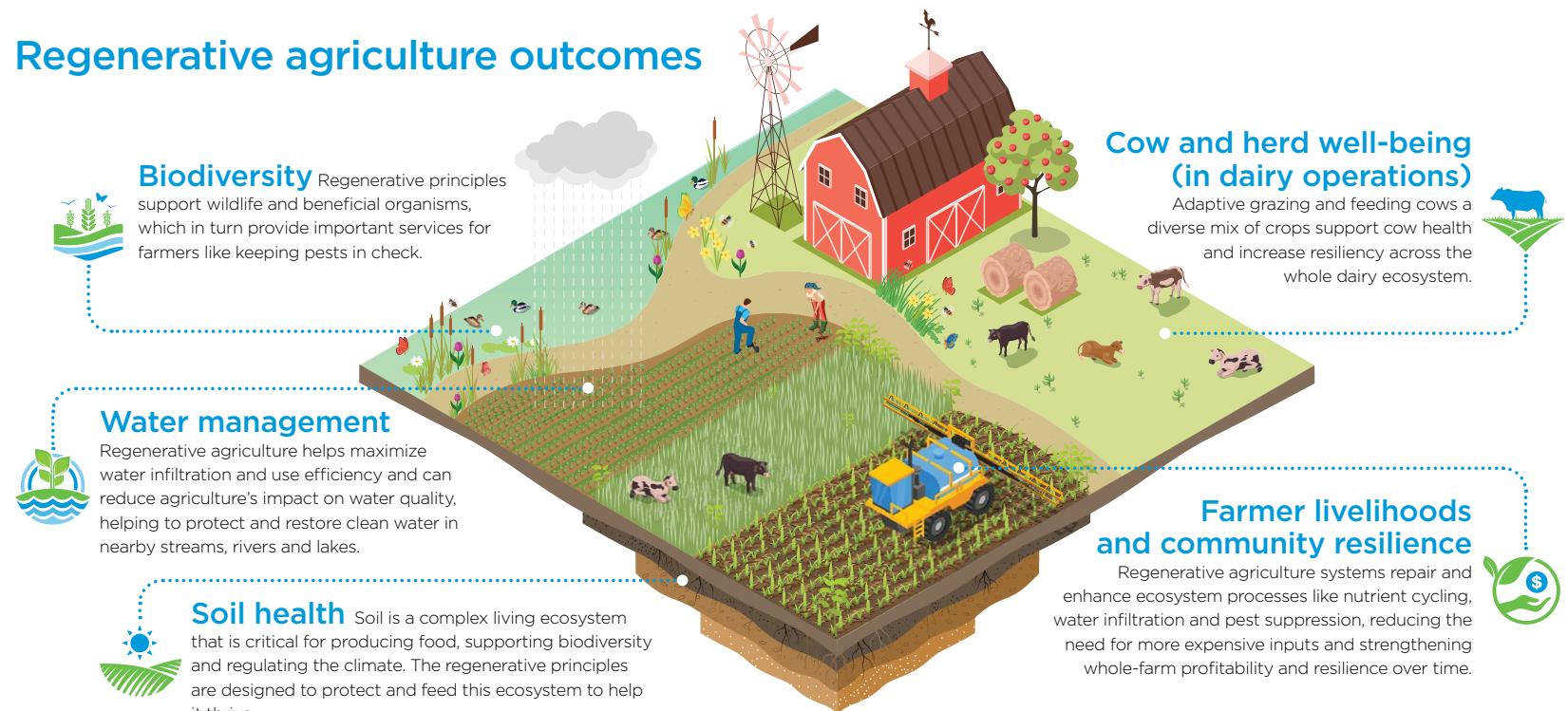
Return on investment

In 2020 General Mills commissioned a Soil Return on Investment study with Ecotone Analytics, which showed that regenerative agriculture has the promise to deliver a significant social return on investment. The study found that for every US\$1 contributed toward regenerative agriculture, approximately US\$5 in additional social, environmental and economic value is generated for farmers, taxpayers, community members and society broadly (including more than US\$2 directly for the farmers), compared to conventional practices. [Learn more.](#)

SIX CORE PRINCIPLES OF REGENERATIVE AGRICULTURE

- UNDERSTAND** context of farm operation
- MINIMIZE** disturbance
- MAXIMIZE** diversity
- KEEP** the soil covered
- MAINTAIN** living roots year-round
- INTEGRATE** livestock

Regenerative agriculture outcomes





OUR GOAL

Our goal is to advance regenerative agriculture on 1 million acres of farmland by 2030. One million acres represents around 30 percent of General Mills total estimated land print exposure (or the amount of land needed to grow the volumes of the crops we buy or feed to animals for our ingredients) for producing key ingredients like grains and dairy.*

Our progress: Through fiscal 2022, we have engaged 235,700 acres in programs designed to advance regenerative management.

OUR APPROACH

General Mills was one of the first companies that committed to accelerate this farmer-led movement. Two key objectives of our program are:

- Accelerating adoption of regenerative agriculture principles by partnering with farmers within and outside of our supply chain.

- Advancing environmental and economic outcome science and technology to demonstrate how outcomes improve as farmers implement regenerative agriculture systems.

Our focus is on accelerating momentum in key regions or “supply sheds” rather than regenerating only our specific supply chain purchase. We believe benefits will accrue to our business over time if we drive impact at a landscape level. This supply shed approach also supports broader systems change,

so that not only General Mills, but the entire industry, can benefit.

We believe regenerative agriculture programs are most successful when the approach is holistic and adaptive rather than prescriptive. This allows our technical assistance partners to work with farmers wherever they are on their regenerative agriculture journey. For some, this means taking the first step, whereas others may need help determining how to layer multiple techniques as part of a system or expand proven approaches to additional acres.

Addressing biodiversity

At General Mills, we believe we can have a positive impact on biodiversity through our work in regenerative agriculture. Improving biodiversity is a targeted outcome of our approach, with regenerative agriculture principles focused on improvements to the whole ecosystem, including animals, invertebrates, plants and microorganisms. We support grassland

protection and regeneration across our major grain sourcing regions in the U.S. through our partnership with the National Fish and Wildlife Foundation (NFWF) and also address tropical biodiversity through forest-positive strategies that support habitats and drive other targeted regenerative agriculture outcomes. [Learn more](#) in our deforestation section.

*Global sourcing footprint excludes acres associated with rotational crops; percentage may be updated in future reports due to changes in our business, improvements in data collection/accuracy or updates to calculation methodology.

Our beliefs

We draw inspiration from indigenous land stewardship, the organic community, agroecology, and leading farmers and ranchers in our continuous journey to learn and evolve our regenerative perspective.

Regenerative agriculture is good for farms, ecosystems, communities and businesses.

Regenerative agriculture is a:

- Farmer-led movement
- Mindset, or a way of seeing and thinking
- Spectrum, covering conventional and organic farming
- Journey, not a destination

Regenerative agriculture:

- Quantifies outcomes
- Is not a standard checklist of practices
- Adapts universal principles to local context
- Delivers landscape-level impact
- Considers and addresses systems-level issues that lead to degeneration and inequities

Supply shed approach

At General Mills, we primarily take a supply shed approach to our regenerative agriculture efforts. Considering the broader system ensures that we’re standing for people and planet, not just for our company.

- Individual company supply chains (suppliers, grain companies, farmers) often change.
- Supply shed investing goes beyond the supply chain, with a focus on the broader growing region.
- Supply sheds are shared with other agricultural stakeholders and can invite co-investment from others.
- Supply sheds bring focus to all growers in that region, enabling a more inclusive and holistic approach.
- Regional supply shed investment can better align to regional conservation priorities where regenerative agriculture must be nested with other strategies to achieve landscape-level outcomes.

Our commitment

1 million

Advance regenerative agriculture on 1 million acres of farmland by 2030.

Fiscal 2022 progress

235,700

acres engaged through programs designed to advance regenerative management.





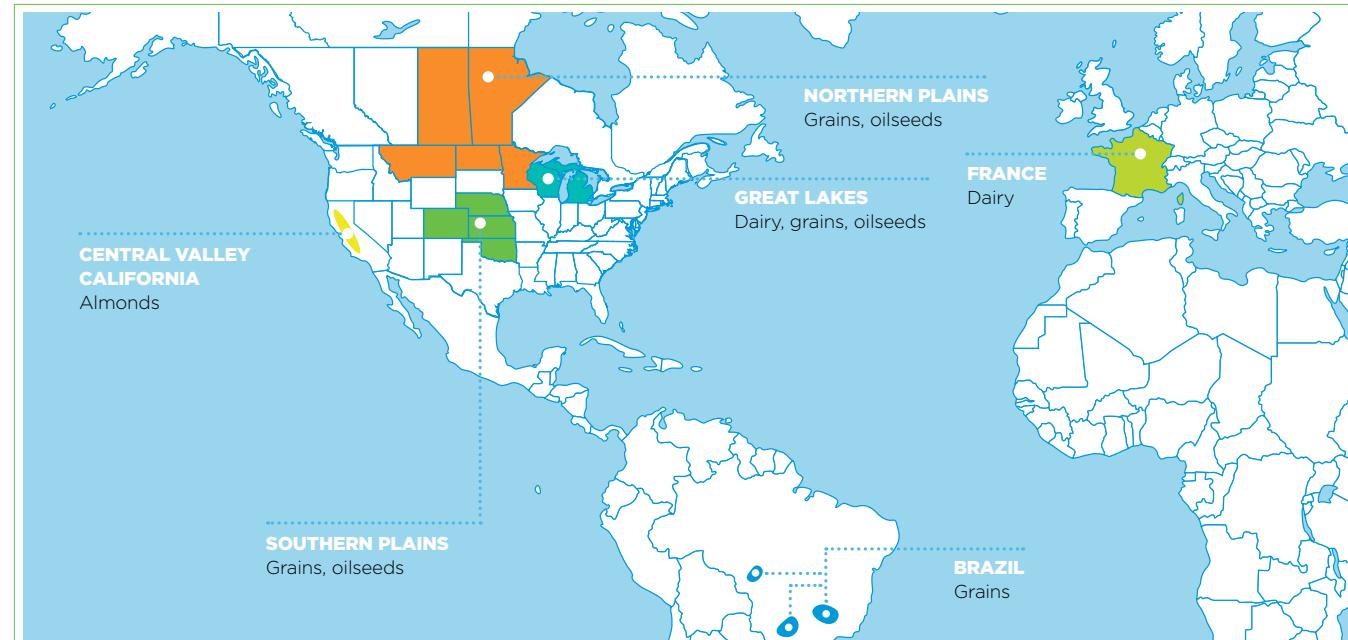
ACCELERATING FARMER ADOPTION

Using our scale to maximize our impact, we are working with farmers to advance regenerative agriculture in key regions (see map) where we source our most greenhouse gas intensive ingredients, such as wheat, oats and dairy.

Pilot programs

To advance adoption of regenerative agriculture, we have partnered with Soil Health Academy and Understanding Ag to activate pilots in priority ingredient sourcing regions. Our first pilots, which we began in 2019, set out to test whether deep training, 1:1 coaching, peer-to-peer learning networks and research of regenerative impacts would be an effective way to advance implementation of regenerative systems.

Pilot programs and key ingredients



We learned quickly that when farmers see their land as a living ecosystem, they can begin to identify and address the root causes and not just the symptoms of an unhealthy ecosystem.

Preliminary feedback from farmers suggests our pilot investments have been effective in driving change, and we're now exploring how layering financial assistance mechanisms can further accelerate momentum. As we evolve and expand our programs, we look forward to sharing additional insights and a broader suite of environmental and economic impacts in the coming year.

Expanding impact through partnerships

We believe one of the biggest barriers to widespread regenerative agriculture adoption is the shortage of experienced conservation professionals

to help farmers implement regenerative agricultural systems. That's why we are collaborating with leading conservation organizations within key supply sheds that — in coordination with the advisors providing farmer support in our pilots — help to drive further progress in advancing regenerative agriculture systems. These include:

- Partnership with the National Fish and Wildlife Foundation (NFWF) in the Great Lakes Basin and the Northern and Southern Great Plains to hire field conservation professionals who support farmers in areas that are important for fish and wildlife. [Learn more](#).
- Soil health programs with the Wilkin County, Walsh County, and Kittson County Soil & Water Conservation

Districts in the Northern Plains, and with the Kansas Soil Health Alliance and the Oklahoma Conservation Commission in the Southern Plains.

- Partnership with ALUS Canada's Growing Roots regenerative agriculture community hubs in the prairie provinces of Manitoba and Saskatchewan. [Learn more](#).
- Partnerships with key dairy co-ops, Understanding Ag and Logiag to advance regenerative dairy.

What have we learned?

Understanding of ecosystem function and how to apply the regenerative principles is critical to success, but education and qualified agronomic support is lacking.

Financial incentives in the absence of understanding are ineffective.

Producers learn best from their peers, and a supportive social network is critical for staying on the regenerative path.

Structural barriers inhibit broad participation.

Local partners who understand context and can facilitate engagement are the most effective.

Majority of industry programming is only engaging the leading segment of producers.

Typical research approaches based on highly controlled small-plot research is not sufficient for understanding real-world farmer outcomes.

Segregated supply chain/product activations are costly and complicated.

We need to better integrate farmer and community outcomes as our initial conceptualization of regenerative agriculture has overemphasized ecological outcomes.



Market Opportunities

While we believe that regenerative systems are inherently more profitable and resilient, especially in the long run, we acknowledge General Mills and others can help farmers reduce risk and incentivize the transition to regenerative systems. We believe that ecosystem services markets are a great vehicle to differentially compensate farmers who grow nutritious food while also delivering services for local communities and society as a whole. General Mills is a Founding Circle member of the nonprofit Ecosystem Services Market Consortium (ESMC) and is working to advance market-based incentive mechanisms for farmers who reduce their environmental impacts.

In 2020, we launched a pilot with ESMC and the Kansas Department of Health & Environment (KDHE) to test ESMC's protocols and processes to measure environmental impacts

and pay farmers for soil carbon sequestration, reduced greenhouse gases and improved water quality. The pilot is a leading example of public and private sectors coming together to quantify environmental improvements and compensate farmers for the environmental benefits they produce through regenerative agriculture.

We also are working to expand application of ESMC to key supply sheds in Western Canada for key grain-using brands like Cheerios, Nature Valley and Cascadian Farm. We partnered with ESMC and market developer Native to launch a pilot program with farmers in Manitoba and Saskatchewan, many of whom have participated in the Northern Plains pilot program since 2019. While we still have much to learn, we were pleasantly surprised by the interest and final enrollment from farmers, more than tripling our engagement and acreage target.

We're excited to expand our partnership with ESMC and their voluntary market program, Eco-Harvest, to expand into other priority regions in the U.S. and Canada where we source key ingredients. General Mills and ESMC conducted an RFP and identified market program implementing partners in the U.S. northern and southern plains supply sheds, and we are targeting roughly 100,000 acres of enrollment for crop year 2023.



▷ We know that our consumers care about where and how the ingredients in their food are grown. We work to advance regenerative agriculture by developing products with ingredients using regenerative principles, such as our *Annie's Mac n Cheese*, with crops grown using extended crop rotations and integrated crop-livestock management.

Regenerative and organic agriculture

As the largest natural and organic food producer in the US, General Mills has been a longtime supporter of organic farming and remains committed to advancing our work in this area. Organic and regenerative farming share many underlying principles, like focusing on soil health and biodiversity, and working with nature rather than against it. We're partnering with external organizations and organic farmers within our supply chain to advance organic agriculture with regenerative techniques. We believe that with organic and regenerative management, farms can be part of the



solution to environmental degradation by mitigating agriculture's negative impacts while also increasing farmers' resilience as they face a changing climate.

▷ In September 2022, General Mills donated the Cascadian Farm Home Farm in Skagit Valley, Washington, to our partner, the Rodale Institute, a pioneer in organic agriculture and research. While General Mills will continue to own and market the Cascadian Farm brand, the donation of the home farm to Rodale Institute will help advance the regenerative organic movement.

Eco-Harvest market program

General Mills and ESMC recently announced a multiyear roadmap to scale Eco-Harvest, ESMC's voluntary market program that generates and sells credits for increased soil carbon, reduced greenhouse gases and improved water quality. These credits represent verified environmental benefits created within agricultural value chains resulting from approved farm practices. As a nonprofit, ESMC gives us confidence that the greatest possible value will go to the farmers. No other market program offers the same scientific rigor and outcomes-based protocols that ESMC delivers, ensuring the credibility of soil carbon removals or reduced greenhouse gas emissions for reporting. Furthermore, ESMC's unique delivery of impact units will enable multiple supply chain actors to co-invest in programs and farmer payments, and co-claim the environmental impact in scope-3 reporting. [Learn more](#) about ESMC.





ADVANCING MEASUREMENT AND TECHNOLOGY

Measuring regenerative agriculture outcomes today is a significant undertaking, requiring time, manual field sampling, and expensive data analysis. To address this challenge, we have provided thought-leadership and investment in research to enable better impact quantification scientific protocols and complimentary technology platforms. We are leading the industry in developing robust scientific methodologies to monitor and study the outcomes associated with regenerative agriculture in order to ensure credibility of our efforts.

In partnership with numerous scientific organizations, we are conducting in-depth research on the impacts of regenerative management on soil health and carbon sequestration, water quality and conservation, insect and bird biodiversity, and farm economics. In addition to this farm-level research, we are implementing

technologies that will allow us to quantify environmental impacts across entire regions where we source key ingredients.

Using satellite imagery, we have begun to track changes in agriculture practices such as cover crops and reduced/no-till, as well as regenerative principles like length of time with a living root in the soil, on the landscape over time and model the resulting impacts on metrics like greenhouse gas emissions. We are also developing more scalable approaches to monitoring biodiversity across farms, utilizing microphones for recording birds and light sensors to detect insects, and are investing in research to enable further build out of impact metrics related to dairy, water and resiliency.

LOOKING AHEAD

We are excited about our expanded partnerships with ESMC, NFWF and Regrow Agriculture to advance adoption and understanding of regenerative agriculture principles and the related

positive outcomes for people and planet. We continue to evolve our program and methodologies with new learnings, science and technology and look forward to sharing our insights with the broader industry.

We also plan to bring continued leadership in support of collective frameworks to drive greater impact and overall systems transformation. No one organization can deliver scaled impact; so, consistent with our approaches with ALUS and NFWF, we will shift more of agriculture investment to programmatic approaches that nest within landscape conservation priorities and facilitate co-investment from multiple organizations. With this in mind, we've been exploring partnerships with suppliers, peers and customers and hope to solidify more collaborative approaches and models in the near future.

Lastly, we plan to expand programming in key supply sheds, launch programs in new supply sheds, and continue advancing

Design principles

As we look ahead, we will continue to incorporate these principles as we design our programs:

Include all types of producers and meet them where they are

Drive larger impact by nesting projects within landscape-level initiatives

Coalesce behind principles, processes and outcomes

Invite input and encourage local ownership

Enable holistic surround of producer support with technical, financial and social elements

Promote systems-level research to ensure scientifically-robust insights and narrative

Prioritize collective action to build capacity, reward farmers and drive policy priorities

measurement science and technology to enable ecosystem services markets and more robust impact tracking.

Measuring regenerative agriculture outcomes

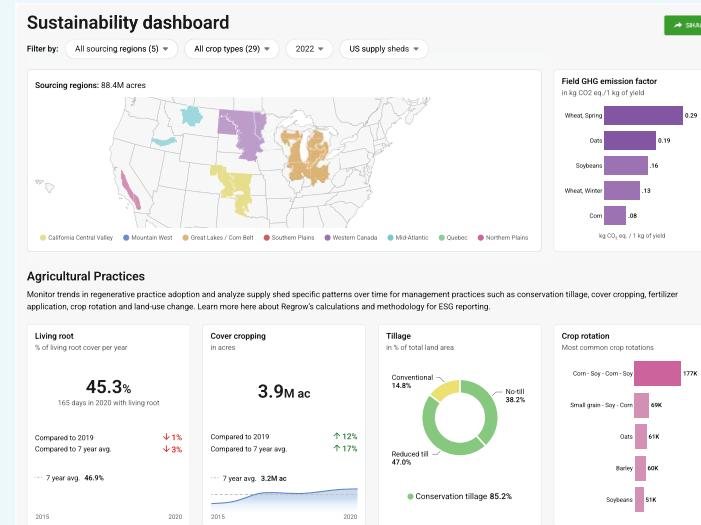
General Mills and Regrow Agriculture are partnering to monitor and track regenerative agriculture and its outcomes at scale, benefiting General Mills as well as the broader industry. The Regrow project spans 175 million acres of farmland in North America, Europe, and South America. This acreage represents our estimated supply sheds - the regions where we source key ingredients like wheat, oat, and dairy (within the total acreage being monitored, we source from roughly 3 million acres of farmland each year). As part of this partnership, General Mills will leverage Regrow's software platform, Sustainability Insights, and its technology and data capabilities:

- Operational Tillage Information System (OpTIS) is a remote sensing technology that uses satellite imagery to monitor and verify

regenerative agriculture techniques, such as tillage reduction and cover-crop adoption.

- DeNitrification-DeComposition (DNDC) models microbial processes in the soil to estimate changes in net greenhouse gas emissions, delivering a more accurate emissions baseline.

Regrow's dynamic monitoring and modeled outputs will integrate with General Mills' existing regenerative agriculture and climate tracking systems. The collaboration with Regrow will enable us to update key ingredient emission factors and deliver a more accurate emissions baseline. Emission factors will be updated annually and will incorporate estimated changes in soil carbon due to changes in farm management techniques and land use.



Example from Regrow's Sustainability Insights Dashboard providing adoption trends in key practices and regenerative agriculture principles across priority supply sheds, as well as providing modelled estimates of relevant outcomes such as crop-specific emissions.

Water stewardship

Water is essential for all life on Earth — for drinking and sanitation and to grow food, generate power, support commerce and nurture ecosystems. On average, agriculture accounts for 70% of global freshwater withdrawals,* and the food sector faces increasing risks related to water quality and availability due to the impact of climate change on global and local water cycles and increasing human demands. This underscores the leadership role General Mills and other food companies must take to address water stewardship issues.

At General Mills, we focus on water use from watershed to production; identify opportunities to increase efficiency,

conservation, and regeneration (or recharge); and continually work to improve performance and enhance resilience. Our vision is a healthy water cycle with clean, abundant water accessible to watershed stakeholders and ecosystems. The [General Mills Water Policy](#) provides a framework for improving the health of watersheds that are critical to our business, and we are signatories to the United Nations CEO Water Mandate.

OUR GOAL

In 2006, General Mills developed specific goals to reduce our water usage rate in our owned manufacturing facilities. As we started to look at water more holistically, understanding that the majority of our

water impact is upstream of our direct operations. we subsequently committed to advancing water stewardship plans for the most material and at-risk watersheds in our global value chain. Over the past few years, through research and farmer pilots, we have also been exploring regenerative agriculture as a means to improve water quality and quantity.

Through this evolution of our journey, we have learned a lot about water impacts and water risks, what has worked well and where our approach may have been limited. On the positive side, our approach has been holistic and collaborative, acknowledging the need for all stakeholders to work together. On the other hand, given the sheer size of watersheds, we have had challenges in influencing and enforcing water stewardship plans. Moreover, we learned

Our goal

To champion the regeneration of water resources in priority watersheds.



that having a plan doesn't necessarily guarantee a healthy watershed or that our company's water risk will be mitigated.

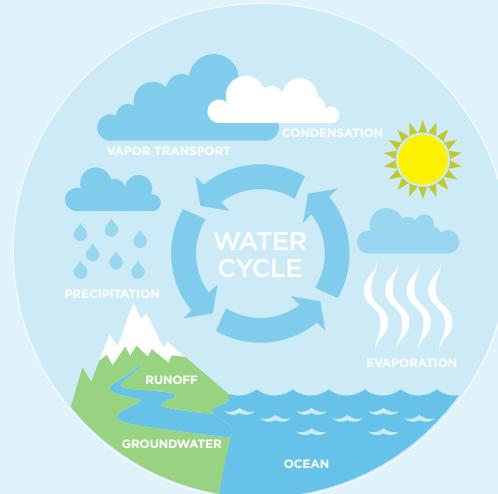
In fiscal 2022, we updated our water commitment to reflect that, as a food company, General Mills will always depend on clean, abundant water to grow our ingredients and manufacture our products: To champion the regeneration of water resources in priority watersheds.

*Source: <https://www.oecd.org/water/water-use-in-agriculture.htm>

ECOSYSTEMS RELY ON A HEALTHY GLOBAL AND LOCAL WATER CYCLE

All living creatures require water to survive. The water cycle moves water throughout the planet, providing water storage, cleaning, and distribution.

The water cycle sustains life and creates the ecosystems around us.



Farms that grow our ingredients depend on water



Livestock need clean water to drink and water to grow their feed.



Plants require adequate rainfall or irrigation from ground water or surface water to grow.



Pollinators, birds and other local wildlife depend on access to water and healthy plants.



Water makes it possible for soil microbes to cycle nutrients and consume soil organic matter, key to healthy soil.



Farmers rely on water to run their businesses — and as living beings!



Farm communities need water for drinking, sanitation, recreation and more.

As a food company, General Mills depends on water

FOR INGREDIENTS — 85%

- Growing ingredients from both crops and livestock
- Ingredient transformation

FOR PACKAGING — 14%

- Growing (fiber) and extracting (metal, plastic) packaging feedstocks
- Feedstock transformation
- Packaging manufacture

FOR MANUFACTURING — 1%

- Plant sanitation
- As an ingredient
- Employee well-being



Every three years, we refresh our watershed prioritization and under our new strategy will now set a 3-year action plan with context-based goals in each watershed. We will still retain the principle of working in coalition and at the watershed level, since collective action is critical for success. Refreshing our priority watersheds will take place in fiscal 2023.

General Mills is more committed to water than ever, and we are working to develop a vision for how best we can use our influence for positive water impacts and outcomes. We intend to share more about this direction with our stakeholders in the coming year.

OUR ACTIONS

Water stewardship is an integral part of our effort to continually reduce the environmental impact of our operations, including the impact that occurs upstream of our own facilities. We work in numerous ways to mitigate and adapt to water risk:

Fund and participate in local water stewardship activities and policy advocacy with NGO partners: For example, in the Great Lakes region, we

are collaborating with the National Fish and Wildlife Foundation (NFWF) on the Sustain Our Great Lakes program, a public-private partnership designed to sustain, restore and protect fish, wildlife and habitat in the basin by leveraging funding, building conservation capacity, and focusing partners and resources toward key ecological issues. As one of six funding areas, regenerative agriculture, especially in dairy, is advancing our shared vision of a healthy Great Lakes watershed, and this partnership is an important way we can contribute to positive impact on water, soil health and farmers in the region. In 2022, this program funded five regenerative agriculture technical assistance and implementation projects in the Lake Michigan watershed.

Maximize water efficiency in owned plants in priority watersheds: We regularly measure and monitor water use in our manufacturing facilities in order to proactively manage our water footprint. Rather than having an enterprise-wide goal, our plants employ a site-specific continuous improvement

and holistic evaluation approach to water conservation opportunities. For example, to help support a healthy watershed, our Albuquerque manufacturing facility is certified by the Alliance for Water Stewardship, our first plant to do so, and has a context-based plan in place. Parts of the plan address internal water use (like having a rain capture system for watering their outdoor space) and collaborating with The Nature Conservancy to support indigenous-led projects on regenerative reforestation and drinking water access for the local community.

Advance regenerative agriculture:

For example, almonds are a featured ingredient in many of General Mills' products, such as cereal and granola bars. California is facing extreme water stress, which is leading to ground and surface water depletion as well as negative impacts to agricultural quality. And almonds, with their high water dependency, have the biggest water footprint of any California crop. Preliminary research suggests that growing almonds with

regenerative agriculture principles results in powerful soil health and water benefits, including significantly higher water infiltration rates as well as potential reductions in irrigation.

General Mills is taking a multipronged approach to advance understanding and adoption of regenerative agricultural practices for almonds:

- Supporting sustainable water regulation implementation and agricultural water efficiency.

Science-based target pilot

In 2021, we joined the Science-Based Target for Freshwater pilot to continue gaining insights into how to advance our commitment to regenerate water resources in the watersheds we depend on. This pilot affirmed our focus on agriculture and ingredients as the primary area where we can drive positive impact in water. It also reinforced that regenerative agriculture is an important lever to advance positive outcomes in some of our biggest supply sheds.

Participating in the pilot also revealed many challenges, for example, with accessing stakeholders in a timely fashion and calculating water impact in a data-poor environment. However, we learned about exciting new tools, such as satellite mapping of groundwater, that supported us in the illustrative target setting process.

We are using SBTN's Assess and Prioritize steps, in collaboration with the World Wildlife Fund (WWF), to inform our watershed prioritization refresh as we found the tools to be strong.

Climate, water and regenerative agriculture

Water risk is one of the key ways that climate change impacts General Mills, in both the sourcing of ingredients as well as in our manufacturing operations. This has become even more clear in recent years, with acute events that have had a very real impact on our business. We have seen that watershed context can determine how water risk manifests. For example:



Too much water: The 2019 flood and freeze in the Red River Valley caused a significant sugar beet crop failure.



Too little water: The 2021 severe drought across the U.S. and Canada complicated oat sourcing for many of our key products.

Water, soil health and climate are connected in a virtuous cycle and can be improved by the same regenerative agriculture principles. For example, water is necessary for growing plants and healthy microbes, which is how healthy soil sequesters carbon. And healthy soil makes farms more resilient to water stress such as drought and flood.



- Funding research focused on regenerative agriculture and water in California, with a specific focus on outcomes measurement and modeling for almonds grown using regenerative principles.
- Leading a working group with the California Water Action Collaborative to scope a regenerative agriculture pilot that aims to improve water resilience in the San Joaquin Valley.

Drive industry advancement: We work to move the industry forward in the understanding and advancement of water stewardship through supporting innovation to bring about practical tools for farmers, participating in NGOs and industry roundtables, and leading in external collaborations like the California Water Action Collaborative and the Science Based Target Network's Freshwater pilot.



General Mills' brand Lärabar is funding research with the Ecdysis Foundation to determine how on-farm practices are linked to regenerative outcomes.

Advancing water stewardship: General Mills initiatives

Every three years, we assess business risk and water impact for the company to prioritize watersheds in which to focus our efforts. This ensures that our prioritization reflects changes in sourcing locations, product mix, external context, and improvements in risk assessment tools, and gives us a time-bound period in which to advance progress against context-based goals. Now, we are also beginning to work on capturing positive impact on water from our regenerative agriculture projects. In all our priority locations, we strive to work in coalitions that advance our positive water impact beyond the scale of General Mills' individual water footprint and invest in healthy watersheds for all stakeholders, including ecosystems.



Assiniboine/Seine Rat Basins

NORTH DAKOTA, U.S. & SASKATCHEWAN & MANITOBA, CANADA

Growing region (oats)
RISK LEVEL: MEDIUM
Status: Active project – Regenerative oats

Snake

IDAHO, U.S.

Growing region (wheat, potatoes)
RISK LEVEL: EXTREMELY HIGH
Status: Observation

San Joaquin

CALIFORNIA, U.S.

Growing region (dairy, nuts, fruits and vegetables), facility
RISK LEVEL: EXTREMELY HIGH
Status: Active projects – Groundwater sustainability implementation and regenerative almonds; science-based target pilot

Rio Grande/Rio Bravo

NEW MEXICO, U.S.

Facility
RISK LEVEL: EXTREMELY HIGH
Status: Active project – Regenerative forestry

Rio Lerma Basin

EL BAJO, MEXICO

Growing region (strawberries), facility
RISK LEVEL: HIGH
Status: Active project – Regenerative strawberries

Red River Basin

NORTH DAKOTA & MINNESOTA, U.S.

Growing region (sugar beets)
RISK LEVEL: MEDIUM
Status: Active project – Regenerative sugar

Lake Michigan/Lake Huron

WISCONSIN & MICHIGAN, U.S.

Growing region (dairy)
RISK LEVEL: MEDIUM
Status: Active project – Regenerative dairy

Bayou Meto/Gulf Coast

EASTERN ARKANSAS, U.S.

Growing region (rice)
RISK LEVEL: HIGH
Status: Active project – Wetland conservation in ricelands

South Florida Basins

FLORIDA, U.S.

Growing region (sugarcane)
RISK LEVEL: HIGH
Status: Observation

Cheney Lake

KANSAS, U.S.

Growing region (wheat)
RISK LEVEL: MEDIUM
Status: Active project – Regenerative wheat

Escaut/Parisian Basin

ARRAS, FRANCE

Growing region (dairy), facility
RISK LEVEL: HIGH
Status: Regenerative dairy

Yongding He

HEBEI/SANHE (BEIJING), CHINA

Facility
RISK LEVEL: EXTREMELY HIGH
Status: Under evaluation

Yangtze (Chang Jiang)

SHANGHAI, CHINA

Facilities
RISK LEVEL: HIGH
Status: Under evaluation

Ganges

MADHYA PRADESH, INDIA

Growing region (wheat)
RISK LEVEL: EXTREMELY HIGH
Status: Active project – science-based target pilot

Risk levels are based on a combination of the WRI Aqueduct Water Risk Atlas and the WWF Water Risk Filter, customized to General Mills. We refresh our water risk assessment every three years, and we completed that process in Fiscal 2021. Some of the priority watersheds noted in this map have changed. For example, to bring visibility to the positive water of regenerative agriculture, we have added priority watersheds in the United States, Canada and Brazil.



Packaging

OUR APPROACH

Packaging plays a critical role in preserving the safety, nutrition and quality of the food we make. It presents challenges both in terms of raw materials used in production as well as the waste generated when improper disposal occurs, and it is a top sustainability issue with consumers.

General Mills works to reduce the environmental impact of packaging by increasing use of recycled and recyclable materials, developing innovative packaging solutions and leading through external collaboration. We are focused on protecting the attributes and safety of our products while giving consumers a positive experience with our packaging, from shelf to disposal.

OUR AMBITION

Ambition: Our packaging ambition is that all General Mills brands will design 100% of packaging to be recyclable or reusable by 2030.

Progress: Through fiscal 2022, 92% of the packaging for our North America Retail and North America Foodservice operating segments was recyclable or reusable (by weight).

We have invested in new data and technology capabilities in order to report more accurate progress numbers. We intend to report global numbers in subsequent reporting as we expand these capabilities. See more detail on our data and technology strategy to the right.

General Mills packaging materials*



*F22 percentage of finished product packaging material by weight for our North America Retail and Foodservice operating segments; includes product and transportation packaging.

OUR STRATEGIES

It is critical that we meet this ambition through strategies that best fit our product portfolio while maintaining the safety, nutrition and quality of our products. Given the many different types of packaging in our products, innovation in this space requires significant time, investment and collaboration. We take a multipronged approach to packaging, including:

- **Reduce, reuse and recycle:** We consistently seek opportunities to improve the recyclability and reusability of our packaging, and reduce or eliminate materials. For example, we have worked for many years to reduce primary and secondary film through lightweighting and removal. To continue to drive progress, our business teams are encouraged to design new product packaging to be recyclable whenever possible, and we aim to reduce our overall use of plastic packaging (see our approach to plastic packaging below).

- **Innovation:** We're continuing to innovate our packaging and to roll out these innovations at a pace and scale

that enables us to maintain the safety and quality of our products (see p. 11).

- **Education:** We've invested in education around recyclability, including providing How2Recycle labels on more than two-thirds of our products across our entire U.S. portfolio, launching a national ad campaign to educate consumers about recyclability of our Nature Valley wrapper, and including recyclability information on our Annie's cereal box.

- **Infrastructure:** We're working to improve recycling infrastructure, for both product packaging and tertiary wrap, by investing in a state-of-the-art flexible film recycling plant to be developed by Myplas in our home state of Minnesota, slated to open in 2023. See story on next page.

- **External collaboration:** We are collaborating to drive industry-wide advancements in packaging. For example, we are participating with The Recycling Partnership's Film and Flexibles Coalition to broaden the awareness and practice of film recycling, and we're working with our retailers to broaden their in-store

Fiscal 2022 progress*



of packaging was recyclable or reusable (by weight).



*Progress for North America Retail and North America Foodservice operating segments (approximately 75% of total packaging spend in fiscal 2022). See below for details on our data reporting.

Data and technology

Understanding the importance of accurate, reliable and timely information, General Mills has invested in a cross-functional effort to improve and strengthen our packaging data. Through enhanced systems, reporting dashboards, and granular regional- and business-level data, these new capabilities will help our teams better understand the impacts of packaging decisions and identify opportunities for improvement.

As a result of these efforts, we are now able to report more accurate packaging progress data for our North America Retail and Foodservice businesses for fiscal 2022, as reflected in the numbers above. We expect these numbers to change in future years as we work to expand these capabilities to our Pet and International segments, as well as our external supply chain locations. We intend to include a global number in subsequent reporting. Over the next few years, we also expect to enhance our packaging data by building attributes to better track recycled content and packaging reductions.

recycling efforts. We participate in the Sustainable Packaging Coalition (SPC) to collaborate across the industry and ensure we are collectively improving the system.



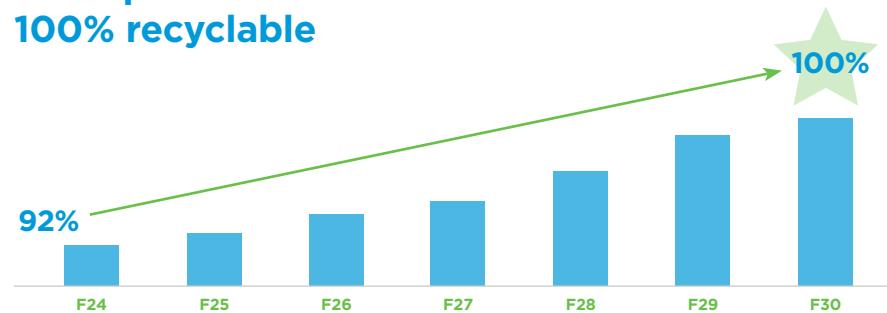
LOOKING AHEAD

Achieving our packaging ambition requires both integration and ownership across the company. That's why each business segment — North American Retail, North America Foodservice, Pet and International — now have dedicated teams and assigned resources to achieve this commitment. With the exception of International, they each have established a glide path for remaining packaging conversions necessary for us to reach

100% recyclable/reusable by 2030 and will be focused on executing these plans over the next few years. The glidepath for our International segment will be developed by the end of fiscal 2023.

We are also expanding our experimentation in fiscal 2023 with ongoing reusable packaging pilots, research into plastic alternatives, and multiple applications for PCR in which we plan to leverage Myplas for both food grade and potential non-food grade film.

Glide path initiatives to achieve 100% recyclable



△ Our business segments have each developed a glide path to achieve our commitment by 2030 (International glide path to be developed by the end of 2023).

Innovation through collaboration

General Mills is part of a groundbreaking partnership through Minnesota's MBOLD coalition to create a new solution for flexible films and packaging materials in the Upper Midwest. Working with Myplas USA, Inc. and Charter Next Generation, this new initiative will expand film recycling infrastructure and the supply of recycled resin for use in new products, reducing greenhouse gas emissions and waste. With investment from MBOLD members and other stakeholders, Myplas USA will

establish a state-of-the-art flexible film recycling plant in Minnesota, its first in the U.S. Slated to begin operations in summer 2023, this new 170,000-square-foot mechanical recycling plant aims to recycle nearly 90 million pounds of low- and high-density polyethylene packaging and film annually at full capacity. Investment partner Charter Next Generation will purchase recycled resin from Myplas for use in food, industrial and healthcare film products, and companies including

In addition, with the increased focus on packaging as it relates to greenhouse gas emissions, we are applying more focus on understanding the carbon footprint of different sustainable

packaging solutions, tying that into our strategy and investing in data technology that will enable us to more accurately track, aggregate and report on packaging over the coming years.

Our approach to plastic packaging

It is crucial that our approach to packaging enables us to maintain the safety and quality of our products. Currently, 12% of our packaging by weight is plastic. Our primary focus has been on mono-PE and growing partnerships with film partners and upstream suppliers as the industry continues to scale capability and capacity in this area. Additionally, the majority of our plastic is direct food contact packaging — which does not currently have a widely available and safe food-grade post-consumer recycled plastic ("PCR") alternative. Partnerships like the Myplas facility featured below as well as our continued efforts to grow our recyclable material portfolio are critical to increasing the demand



△ General Mills has transitioned away from plastic spoons in our Haagen Dazs ice cream minicups, with single serve packs converting to a wooden spoon and multipacks removing the spoon entirely.

General Mills will also evaluate product applications using these materials.

The Myplas project, recently featured as the [cover story](#) in *Packaging World* magazine, is helping the industry take major steps toward a true circular economy for flexible packaging and films.

▷ General Mills is focused on innovation in packaging. For example, recyclable wrappers, like those on our Nature Valley granola bars, can be turned back into food grade packaging or durable products such as playground sets, decking, fencing and furniture.





How General Mills is advancing our packaging ambition

At General Mills, we know we still have a lot of work to do to reach our ambition of designing our packaging to be 100% recyclable or reusable. We also know how important it is to celebrate progress along the way. Below are just a few successes of our sustainable way of approaching packaging.



Fruit by the Foot: In August 2022, we kicked off a reduction in plastic packaging for our fruit snacks portfolio. We are on track to eliminate 66,000 kg of plastic this year and expect further reductions in the next few years.



Foodservice croissants: In an effort to reduce excess packaging waste as well as our polystyrene footprint, in May 2022, we removed the packing trays for our frozen Croissants and now pack them loose in the case with no negative impact to product quality. As a result we eliminated 5,700 kg of polystyrene annually.



Liberté yogurt: In July 2022, our yogurt brand Liberté officially moved from black to transparent lids in order to make the lids recyclable. This is a step on our journey to make Liberte 100% recyclable. The removal of black pigment also created savings for the company.



Pet & Meals Recycled Content:

General Mills continued its commitment to being an [Association of Plastic Recyclers Demand Champion](#), and we were able to increase our usage of post-consumer recycled plastic in both our Pet & Meals brands offsetting almost 44,000 lbs of virgin plastic and contributing to the 137.8 million lbs of new demand for recycled content created as part of the program.



Annie's compostable cups: In June 2021 we launched paper microwavable Annie's Mac & Cheese cups, General Mills' first [BPI Certified](#) industrially compostable package.

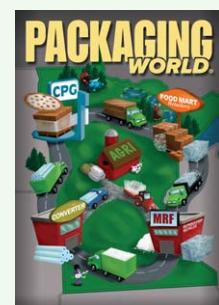


Blue Buffalo treats: In December 2022, we introduced a reusable stainless steel container for Blue Buffalo Bits dog treats as part of a pilot with [Loop at Giant](#) and [Walmart InHome](#).

Challenges

Just like celebrating success is important, being aware of challenges is also key. The road to sustainable packaging will not always be easy and straightforward. But by understanding what challenges and roadblocks exist, we can work to develop new strategies and utilize our strong partnerships to accelerate progress.

Food safety and quality: In order to make food the world loves, we must first and foremost make sure our food is safe. Packaging is a key component of food safety and quality. Any recyclable or reusable solution must continue to meet our high standards for quality and safety. Plastic solutions continue to provide the best means to ensure our food safety is never compromised. Learn more in our [Food safety](#) section.



Building supply: As we shift into new sustainable solutions for our portfolio, we are often constrained by limited supply. This gets exacerbated when layering on the requirement of food-grade material, especially as it relates to recycled content. Our [collaboration with MBOLD](#) is one way we are working to unlock supply.

New approaches to innovation: We have learned that strong partnerships with current and new suppliers across the full supply chain has been key to unlocking unique solutions such as the Nature Valley store drop-off film. These new connections and breadth of relationships require us to get involved early in the innovation and plan further out than we typically do. This may result in slower flow ins and conservative labeling to allow for supply resiliency.



Sustainable operations

Our approach

At General Mills, our supply chain is at the heart of our company's belief in standing for people and planet. Our 41 owned plants around the world represent different opportunities for us to have a positive impact on the environment, people and communities where those facilities are located. Our operations teams work continuously to drive sustainability and are focused on supporting General Mills' global commitments, specifically around climate, waste and renewable electricity.

This work is guided by our company's [Safety and Environmental Protection Policy](#), which ensures our facilities understand expectations around responsible environmental practices and underscores our commitment to a culture of continuous learning and improvement.

Our progress*

Greenhouse gas emissions from our operations decreased by more than 20% in 2022 compared to the prior year, primarily due to our ongoing progress in energy efficiency and focus on renewable electricity. For additional

data on greenhouse gas emissions, energy, water and waste in our operations, see the Key Manufacturing Metrics table in the [Appendix](#).

Energy use: We identify and implement improvements in energy usage through our Five-Step Energy Reduction Process (see graphic below) by working with our manufacturing plants to establish energy programs, conduct energy analyses, develop and execute improvement plans, and validate results. This process historically focused on facilities with significant spending on energy. We have recently evolved it to include all General Mills manufacturing facilities, by focusing improvement efforts on common systems such as compressed air, lighting and steam/hot water.

During fiscal 2022, energy usage at our production facilities decreased by 5% compared to the prior year, as efficiency improvements offset higher production of energy-intensive products. We completed 21 energy efficiency and reduction projects across the company. In total, these projects saved approximately 16 million kWh of electricity, 19 thousand MMBTU of natural gas and avoided 6,092 metric tons CO₂e of GHG emissions. For example, through 12 projects to

retrofit LED lighting across our North American facilities, we are saving more than 8 million kWh of electricity annually.

Renewable electricity: During 2020, General Mills set a goal to source 100% renewable electricity for our global operations by 2030.*** This goal is aligned to RE100, a global corporate initiative which brings together hundreds of businesses committed to 100% renewable electricity to drive collective impact. We achieved 87% of this target through fiscal 2022 and continue to make fast progress on this commitment.

We have implemented numerous renewable energy initiatives at facilities worldwide that meet financial guidelines and support our environmental objectives, including:

- A recently completed upgrade to the biogas generator at our Yoplait plant in Murfreesboro, Tennessee, is generating 40% more renewable power from our on-site wastewater treatment. This is a great example of our plant engineering team leveraging green technology to harvest energy from our waste stream.
- Our Maverick Creek wind energy partnership in the Texas Hill Country recently completed its first full year of operation. The combination of wind energy offtake from Maverick Creek and Cactus Flats, our earlier wind-energy investment, now exceeds the amount of power that we purchase across all our U.S. supply chain locations.

Renewable electricity

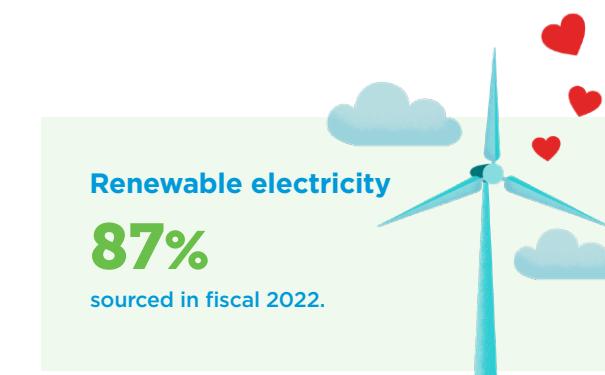
87%
sourced in fiscal 2022.

- Internationally, we currently have two solar projects underway, one in San Adrian, Spain, and the other in Sanhe, China. We have installed thousands of solar panels at each location, helping us cut coal usage, reduce CO₂ emissions, and generate positive cost savings.

Additional data on renewable electricity can be found in the [Appendix](#).

Waste reduction: One of the ways we can reduce our impact on the environment is by eliminating the waste we send to landfills. To support that, we're committed to achieving zero waste to landfill status on 100% of our owned manufacturing facilities by 2025. Worldwide, at the end of fiscal 2022, 17 General Mills production facilities (41% of the global total) met our zero waste to landfill criteria.**** We remain diligent in working to achieve our target and see opportunities for continued advancement.

Our commitment to this work starts at the plant level, and we've learned that having passionate and dedicated champions at our plant locations helps



Five-Step Energy Reduction Process



*Metrics reported in this section reflect data for General Mills' wholly owned manufacturing facilities only, unless otherwise specified.

**Emissions calculated using the market-based method, which considers any contractual instruments that may be used in competitive energy markets, such as green tariffs, renewable certificates, or PPAs.

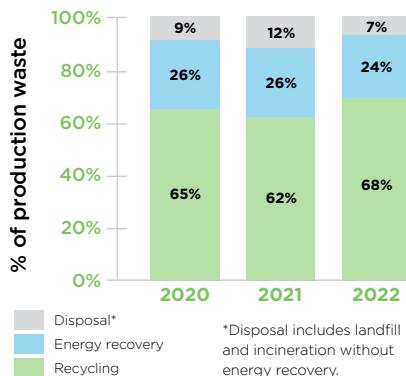
***Scope includes all globally owned General Mills facilities (Manufacturing, R&D, Offices, Warehouses, HD Shops, and Cake Kitchens).

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



ensure broader adoption, progress, and most importantly, success. For example, in December 2021, our flour mill in Vernon, California achieved zero waste to landfill status. They created a centrally located recycling center that makes it easier for employees to segregate waste streams and allows for

Production waste



△ During 2022, 68% of our total production solid waste globally was recycled, 24% was processed for energy recovery and 7% was disposed.*

*General Mills follows the Food Loss & Waste Protocol standard when defining "food waste." Numbers do not include waste generated from Pet plants, waste going to animal feed or inedible byproducts.

trash and cardboard to be compacted. The benefits go beyond convenience, and this also reduces the number of hauls and the associated transportation and fuel costs, two of the primary expenses related to zero waste to landfill.

Food waste: In 2020, we announced a goal to reduce food waste in our operations by 50% by 2030 (compared to our 2020 baseline). In 2022 we reduced our food waste volume by 39% compared to 2020. In fiscal 2022, 0.2% of our total waste was food waste.*

We participate in numerous initiatives to decrease food waste in operations and beyond, such as the U.S. Food Loss and Waste 2030 Champions and Friends of Champions 12.3. Learn more in the summary below.

Transportation: Understanding the impact that fuel and transportation has on our greenhouse gas footprint, we work with our suppliers, co-packers, transportation providers and customers

to reduce the environmental impact of shipping our products around the world. We continuously work to shift to more efficient transport modes and implement improvements in truck fuel efficiency. Our strategies include:

- Optimizing transportation modes across intra-company and customer freight, including moving loads to modes with less impact, such as from truck to rail.
- Using innovative technologies such as lightweight truck cabs.
- Collaborating with suppliers and customers to increase capacity utilization and providing customers incentives to use our Direct Plant Ship program.
- Prioritizing shippers with strong environmental credentials. In North America, approximately 85% percent of our transportation spend is with SmartWay certified carriers.
- Removing miles from the network by improving logistics planning,

regionally sourcing products, filling trucks more completely and using load optimization software to reduce storage and handling.

- Optimizing our customer service facility and inventory footprint to decrease outside storage, which requires additional handling.
- Working with Warehouse 3PL to utilize LEDs across all our warehouses and ensure that food waste from product damage goes to animal feed vs. landfill whenever possible



△ We work to optimize transportation modes and implement improvements in truck fuel efficiency.

A multifaceted approach to rescue food

As a global food company, General Mills believes that food loss and waste are major environmental and economic challenges that undermine food security, contribute to climate change, unnecessarily consume natural resources like water, and add more costs to families, communities and businesses alike.

Operations

We closely monitor and manage our production processes to keep surplus food out of the waste stream. Surplus food from our operations is first offered to food bank partners to feed hungry people; the remainder is repurposed for animal feed or anaerobic digestion.

Industry

We actively participate in industry, nonprofit and government groups focused on food loss and waste reduction as well as surplus food recovery, including AMERIPEN, the Food Waste Reduction Alliance, the Consumer Brands Association, ReFED, MBOLD, and the U.S. Food Waste and Loss 2030 Champions.

Food retailers

General Mills is committed to increasing surplus food recovery, especially among consumer-facing food businesses – grocery stores, restaurants and other food outlets. These organizations collectively account for 28% of all food waste, roughly 50 billion pounds (more than 20 million metric tons) per year in the U.S. alone.*

Communities

In addition to food donations, General Mills provides philanthropic support to leading nonprofits that makes it possible for food manufacturers, grocers, restaurants, distributors, trucking companies and other organizations to donate surplus food so it can be distributed to people in need. Learn more in the [Alleviating hunger](#) section.

*<https://refed.org/food-waste/the-challenge/#overview>

Responsible sourcing

OUR APPROACH

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



Governance and integration: The Global Responsible Sourcing program has a dedicated team of managers and is part of our Global Sourcing Operations and Capabilities (GSOC)

group. GSOC reports to the Chief Procurement Officer, who leads Global Sourcing, with accountability to our Chief Supply Chain Officer.

Our program is focused on integrating key capabilities into Sourcing processes for General Mills globally. Responsible sourcing is integrated into our Source to Pay process, the workflow utilized by the Global Sourcing organization.

Collaboration: General Mills participates in many forums and partnerships, both within and outside our industry, to stay on top of best practices, learn about new capabilities, and ensure our Responsible Sourcing Program is strong and up to date. We are members of several leading organizations, including:

- Sedex: Sedex is one of the world's leading ethical trade membership organizations, collaborating with businesses to improve working conditions in global supply chains.
- AIM-PROGRESS: General Mills is part of the [AIM-PROGRESS](#) forum of leading Fast-Moving Consumer Goods (FMCG) manufacturers and common suppliers, assembled to enable and promote responsible sourcing practices and sustainable supply chains.

Audits: We expect all suppliers to uphold our Supplier Code of Conduct, and we use responsible sourcing audits to assess and understand business practices in our own operations, our co-packers', and our suppliers.* These audits, which follow the Sedex Members Ethical Trade

Audit (SMETA) protocol, are distinct from food safety audits. The SMETA framework is widely recognized by companies across many sectors, which enables suppliers to share audit results with multiple customers to improve efficiency and reduce audit burden.

Accredited third-party auditors perform these audits and ensure timely creation of corrective action plans and closure of identified noncompliances within a specified time frame. While in prior years our audit program was divided between our own operations and our suppliers, we are now under one comprehensive integrated program to ensure consistency in approach and to uphold the highest standards in all parts of our supply chain.

100% of our suppliers in scope are audited as part of our Responsible Sourcing program. We audit about a third of them each year, and compliant audits are good for 3 years. The results from the audits conducted in fiscal 2022 are shown on the next page.

Scope

- | | |
|--|----------------------------------------------|
| | General Mills owned facilities |
| | External supply chain locations (co-packers) |
| | Direct suppliers |
| | Licensing & premiums |

Global Responsible Sourcing program: Verifying that GMI's core values are upheld across our supply chain

- 1** We hold ourselves and suppliers to defined standards.

General Mills Supplier Code of Conduct

- 2** We audit against those standards.

SMETA 4-Pillar Audit or equivalent

- 3** We work to resolve any issues.

Corrective Action Plans

- 4** We publicly disclose our progress.

External reporting

*In scope direct Tier 1 suppliers identified as medium or high risk through a third party risk assessment looking at ESG and category risks.

OUR PROGRESS

We made significant advancements in our Global Responsible Sourcing program in fiscal 2022, including:

Supplier Code of Conduct

- We updated our Supplier Code of Conduct to outline explicit responsible sourcing expectations for suppliers, so that they clearly understand all four pillars of our Responsible Sourcing program and the obligations of acceptance prior to onboarding.
- The updated code includes expanded protections for human rights with requirements across nine key areas: forced labor, child labor, freedom of association and collective bargaining, anti-discrimination and fair treatment, wages and benefits, work hours and overtime, labor agencies and recruitment fees, freedom of movement, and land rights (see [Human rights](#) section).
- We revamped our training program with deeper and more engaging content, focused on expanded knowledge of our Responsible Sourcing program, outlining and understanding supplier expectations, identifying risks and addressing concerns.
- We now have annual mandatory Supplier Code of Conduct training for our entire Sourcing organization, including a knowledge retention quiz. Training is also expanded to other internal teams, including our Global Impact and Innovation, Technology & Quality teams. Additionally, we launched this training to our external suppliers.

Integrated program management

- In fiscal 2022, we expanded our relationship with integrated program manager, Intertek, to strengthen our processes and global capabilities
- We added integrated audit program managers in global locations — including in China and Portugal — to provide more direct engagement with suppliers
- We created materials in local languages (Spanish, Portuguese and Chinese) to ensure greater understanding and compliance with our global supplier base.

Risk Escalation Process

In 2022 we fully implemented our new Risk Escalation and Resolution process (piloted in late fiscal 2021) that incorporates Global Responsible Sourcing program significant incidents, including salient issues, and also investigates human rights concerns outside of audit data (learn more in our [Human rights](#) section) across the supply base.

The escalation process ensures that corrective action plans for

300+

As of October 2022, more than 300 of our employees and 300 of our suppliers have completed training about the expanded human rights requirements within our updated Supplier Code of Conduct.

noncompliances are resolved in partnership with our suppliers, with final sign-off occurring at senior levels, and when applicable, in conjunction with our business partners.

LOOKING AHEAD

Building on the enhancements to our Responsible Sourcing program over the last two years, we plan to pilot expansions of our responsible sourcing program to indirect and Tier 2+ suppliers over the next year. We look forward to communicating more about this progress in future year reporting.

Driving change through local engagement

Due to the expansion of our program into local languages, we were able to drive significant positive change with one of our Brazilian suppliers. After we completed the first social audit at their location, over 50 noncompliance items were identified. Examples included working hours exceeding a union agreement, inadequate fire safety procedures and environmental impact assessments, and not having

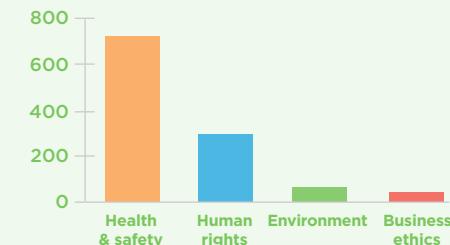
an established system to monitor and manage business ethics standards. Through our enhanced capabilities, our team worked with the supplier speaking in the local language to identify and address root causes and documented them in a Corrective Action Plan. Our 3rd party auditor verified the changes were implemented, which removed risks and improved the working environment for the 28 employees at this facility.

FISCAL 2022 AUDIT RESULTS

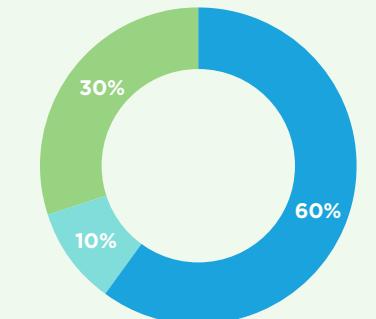
337 **99** **39**

sites audited in 40 countries audits with no findings audits with significant incidents*

TOTAL NUMBER OF FINDINGS BY PILLAR



PROGRESS OF CLOSING SIGNIFICANT INCIDENTS



Note: To address findings appropriately, additional time may be required due to capital investment or process change.

*Significant Incidents require the supplier to go through a root cause analysis and submit a Corrective Action Plan (CAP). In addition, a documented review by the audit company validating that the finding has been closed properly is required.



Animal welfare

OUR APPROACH

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

At General Mills we do not raise or handle livestock, but we are committed to protecting animals and work closely with our suppliers to do so. We regularly engage with stakeholders focused on animal health and welfare and leverage industry initiatives that advance livestock production. Our [Animal Welfare Policy](#) outlines our approach throughout the global supply chain for our food products, including:

Cows: General Mills encourages all suppliers in our dairy supply chain to support industry-wide efforts that promote the humane treatment of cattle. All of the fluid milk we source in the U.S. for Yoplait comes from co-ops whose member farms operate in accordance with the standards of the National Milk Producers Federation animal care program (Farmers Assuring Responsible Management). The program comprehensively addresses dairy cow care, including standards for proper pain relief and disbudding, and prohibits the routine use of tail docking. The FARM standards are revised on a three-year cycle starting with a review by a technical committee composed of veterinarians and animal care experts.

Eggs: Eggs are an important ingredient in ice cream, baked goods and doughs, and we strive to ensure the hens laying them are treated humanely. Our commitment is to purchase 100% cage-free or free-range eggs for our operations globally by 2025. In calendar year 2022, we contracted 60% of global egg purchases to be cage-free or free-range. Avian flu impacted our suppliers' abilities to deliver contracted volumes of cage-free eggs; our business mix also impacted egg volumes. Our commitment and future glide path are unchanged, and our glide path is supported by individual material conversion plans and timelines, and some contracts are already in place for 2023.

Our progress is dependent on our suppliers' ability to source cage-free or free-range eggs; ongoing challenges in supply and availability could impact these numbers.



2022	2023	2024	2025
60%	80-85%	85-90%	100%

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

compliance through certification or third-party auditing. As qualifying breeds have only recently been determined by G.A.P., we anticipate that supply will remain limited in the near future.

Changes that are as broad and complicated as these require time, investment and partnership to succeed. We look forward to working with our suppliers, consumers, animal welfare experts and other stakeholders to drive sustainable, cost-effective progress. We have engaged current and prospective suppliers to assess their ability to support us in this journey.

Pigs: General Mills supports the development of pregnant sow housing alternatives and has been communicating this support to suppliers over the years. At the end of calendar year 2022, 48% of the pork cuts we buy in the U.S. came via supply chains in which pregnant sows do not experience prolonged use of gestation crates (over 9 days per pregnancy cycle). This exceeded our goal of 20-30% for 2022. We expect to reach 100% by the end of 2023.

LOOKING AHEAD

We see potential for regenerative agriculture to provide a paradigm shift in agriculture's approach to farm animal well-being. Rather than incremental improvement, a regenerative approach embraces animals' natural roles in the ecosystem. We are beginning to explore the opportunities around regenerative agriculture and poultry, and how that can inform our approach moving forward.

The effects of poultry production

To better understand the effects of pastured broiler production on animal welfare and food product quality and safety, General Mills is partnering with North Carolina State University to commission a study comparing pastured poultry production compared to conventional systems. An initial literature review will consider the factors noted below, and will inform trials to compare poultry management strategies against key outcomes.



ANIMAL WELFARE AND MANAGEMENT

- Stocking density on pasture
- Genetics
- Natural behaviors
- Nutrition
- Climate
- Health
- General growth and productivity
- Profitability and sustainability assessments



MICROBIOLOGY AND FOOD SAFETY

- Antibiotic resistance
- Parasites
- Microbiome
- Other health challenges
- Bacterial pathogens



MEAT QUALITY

- pH upon slaughtering
- Amino acid profile
- Meat color
- Proximate analysis
- Water holding capacity
- Sensory descriptive analysis
- Texture
- Nutritional differences



People

IN THIS SECTION

- Human rights
- Workplace safety
- Diversity, inclusion and belonging
- Employee well-being and development
- Strengthening hometown communities

50%

of our Board of Directors are women and 33% are ethnically diverse.*

88%

of our employees say that General Mills is a great place to work.**

\$90 million

in charitable giving contributed by General Mills and our Foundation worldwide in fiscal 2022.

*As of fiscal 2022.

**Global survey of salaried employees, October 2022.

Our approach

At General Mills, it's all about our people. The passion, conviction, commitment, care and resilience that our people bring to everything we do at General Mills are what make the difference. We're proud of our efforts to create a safe, inclusive and rewarding workplace. We invest in our people because their bold thoughts and big hearts allow us to grow together. Our focus on people – including human rights and racial equity – extends across our value chain.

More than a year after our organization's restructuring to prioritize growth-facing areas critical to the company's success, we are seeing the positive impact of our structure, strategy and culture



investments. Reshaping our portfolio, reorganizing our internal structure and investing in our people have helped us to be more agile and positions us to move forward with clarity as we embrace new opportunities and challenges. In 2022, we introduced **G Stands for Good**, putting the people we serve and the planet we depend on at the heart of our business, and making protecting our people and strengthening our communities two of our priorities. Working toward greater equity, inclusion and representation by building a culture of belonging and taking action on issues of racial and social justice are some of the ways we stand for people. We also refreshed our company values in 2022 to better align with where we are headed (learn more on page 68).

Supporting employees: We know that becoming the undisputed leader in food means continuously reshaping, reimaging and rebuilding. The pandemic

General Mills company values



Win
together



Continuously
innovate



Champion
belonging

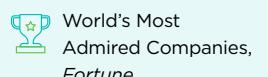
**DO THE RIGHT THING,
ALL THE TIME.**

reinforced that how and why we work matter more than where we work, and since reopening our headquarters and introducing our "Work with Heart" framework in September 2021, we have continued to evolve and adapt. Our

teams are prioritizing flexibility and being intentional about the in-person moments that matter – for connecting, co-creating, collaborating and celebrating. In 2022, we also expanded some of the programs we introduced in 2021

Awards and recognition

General Mills received numerous awards in 2022.* Listed below are a few of these recognitions, illustrating our commitment to being an employer of choice for all employees.



World's Most
Admired Companies,
Fortune



World's Best
Employers,
Forbes



Military Friendly
Employer (Silver),
VIQTORY



Best Companies for
Multicultural Women,
Seramount



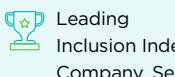
Best Companies
for Dads,
Seramount



100 Best
Companies,
Seramount



Top Companies for
Executive Women,
Seramount



Leading
Inclusion Index
Company, *Seramount*



Best Places to Work for
LGBTQ Equality, *Human
Rights Campaign*



Disability Equality Index,
Best Place to Work
Disability Inclusion



America's Most
Responsible Companies,
Newsweek



100 Best
Corporate
Citizens, *3BL*



Australia Great Place
to Work, *Great Place
to Work Institute*



India's Best Workplaces
for Women, *Great Place
to Work Institute*



Top Workplace in
Brazil, *Great Place
to Work Institute*



Greater Toronto's
Top Employers,
Canada

*Recognition as of November 2022.

to support the mental and physical well-being of our employees and their families. Read more about the impact of Work with Heart and our expanded benefits programs beginning on page 68.

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

board level, the Public Responsibility Committee maintains responsibility for issues related to labor practices.

Ethics and compliance: General Mills is committed to conducting business in an ethical manner that upholds best practices, protects human rights, complies with regulations, demonstrates integrity, provides equal opportunity and supports fair labor practices. Our comprehensive [Code of Conduct](#) and [Ethics & Compliance](#) program promote ethical behavior in all aspects of our employees' work. In support of our Code of Conduct, the company has 24 corporate-level policies that outline more detailed compliance expectations. They cover topics such as food safety, workplace safety, appropriate advertising,

business conduct standards, anti-corruption and ethical sourcing. Annually, more than 10,000 company leaders — from managers upward — must attest to compliance with our Code of Conduct and business conduct policies. Employees receive additional training on these policies, and our [Ethics Line](#) — which is easily accessible on our intranet and external website — allows employees worldwide to ask questions or raise concerns confidentially and anonymously.

Our anti-corruption program includes employee training and assesses corruption risks with our third-party suppliers. All allegations of third-party corruption or employee misconduct are promptly and thoroughly investigated and shared in regular updates with the Audit

Committee of the Board of Directors. Our [Supplier Code of Conduct](#) outlines our ethical expectations and is included in our contracts with business partners.



▷ We prioritize flexibility and being intentional about bringing employees together for the moments that matter. Ninety-five percent of our salaried employees tell us their manager allows them flexibility to be the most effective in their work.*

Human rights

We believe that societies, economies and businesses thrive when human rights are protected and respected and that human rights abuses of any kind are unacceptable. As one of the world's leading food companies, we have the responsibility to respect human rights throughout our business and value chain. Respect for human rights is fundamental to our purpose of making food the world loves, our commitment to ethical business conduct and our corporate value of putting people first. To stand for good, General Mills is accelerating action to respect human rights and positively

impact all the people we depend upon — and who depend upon us.

As a global food company rooted in agriculture, we recognize that we have an impact on human rights beyond just our four walls. While philanthropic programs can play a necessary role in mitigating human rights risks, programs alone do not offset the potential impact within our value chain.

Our goal: General Mills is committed to respecting the rights of all workers and communities across our value chain. Our goal is to assess and address our human rights impacts in alignment with

the [United Nations Guiding Principles on Business and Human Rights \(UNGPs\)](#).

Our approach: To better understand our human rights risks and guide our work, we are following a strategic framework (see below) — which directly aligns with the UNGPs — to strengthen our ability to assess, address and prevent potential impacts across our value chain; and we are taking a thoughtful approach in each step of our journey. Protection of human rights is embedded as a priority within our Global Responsible Sourcing program. [Learn more](#).

Our policies and commitments: Our [Human Rights Policy](#), Workplace Standards and Ethical Sourcing Policy, [Employee Code of Conduct](#), [Supplier](#)

[Code of Conduct](#) and [Slavery and Human Trafficking Statement](#) set standards for our company, suppliers and partners regarding the protection of human rights. We updated our Supplier Code of Conduct in fiscal 2022 to include expanded protections for human rights with requirements across nine key areas: forced labor, child labor, freedom of association and collective bargaining, anti-discrimination and fair treatment, wages and benefits, work hours and overtime, labor agencies and recruitment fees, freedom of movement, and land rights.

We respect and acknowledge internationally recognized human rights principles. We are working diligently to implement the [United Nations Guiding Principles on Business and](#)

*Global survey of salaried employees, October 2022.

Human Rights (UNGPs) throughout our business. We have been a signatory to the [United Nations Global Compact \(UNGC\)](#) since 2008 and are guided by the UNGC's 10 principles regarding human rights, labor, the environment and anti-corruption. We are also a signatory to the [United Nations Women's Empowerment Principles](#).

Our Human Rights Policy states the standards for our company, suppliers, and partners regarding the protection of human rights. These standards are based in part on the [International Labor Organization's 1998 Declaration on Fundamental Principles and Rights at Work](#).

Consistent with the principles outlined in our Employee Code of Conduct and Supplier Code of Conduct, we:

- Prohibit forced labor, child labor and discrimination
- Maintain safe and healthy working conditions, including freedom of movement
- Value diversity and consider it core to our business strategy
- Seek to compensate employees competitively and operate in compliance with applicable wage, work hours, overtime and benefits laws
- Respect the principles of freedom of association and collective bargaining

- Recognize the importance of land rights as well as the principle of free, prior, and informed consent (FPIC) and support implementation of FPIC by national authorities.

Governance and accountability: The [Global Impact Governance Committee \(GIGC\)](#), which consists of officers of the company, has ultimate accountability for the company's global responsibility programs and performance. Our Chairman and CEO convenes the GIGC at least three times per year to monitor and approve strategies, policies and key investments related to sustainability and social responsibility initiatives. The Board has made it a priority to ensure sustainability and global responsibility

Human rights strategic framework



ASSESS

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



INTEGRATE

Integrate human rights expectations into policies and business practices



ACT AND TRACK

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



COMMUNICATE

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



Taking action to advance human rights and regenerative ecosystems*

	Action within supply chains	Action beyond supply chains
Type of actions		
INGREDIENTS What we buy	 DUE DILIGENCE How we buy	 LANDSCAPES The places we buy from
<ul style="list-style-type: none"> ■ Provide assurance that our volumes were purchased responsibly ■ Leverage supplier programs for sustainable social and environmental outcomes ■ Demonstrate ingredient sustainability certifications 	<ul style="list-style-type: none"> ■ Engage with suppliers to verify our values are upheld in our supply chain ■ Expanded our Responsible Sourcing and Supply Chain Risk Center of Excellence ■ Updated our Supplier Code of Conduct to strengthen expectations for human rights ■ Conduct third-party upstream due diligence for high-risk commodities 	<ul style="list-style-type: none"> ■ Align and collaborate with other stakeholders in production landscapes for social and ecological impact ■ Provide origin-level investment with key strategic partners

*Based on a framework developed by [Proforest](#).



are taken seriously at all levels of the company. The [Board's Public Responsibility Committee](#) provides oversight and receives regular updates from the operating teams, including approval of [General Mills' Slavery and Human Trafficking Statement](#).

At General Mills, we have resources appointed to advance our human rights strategy. The Director of Global Impact Operations Integration has accountability for advancing respect for human rights across our value chain and reports to the Chief Sustainability and Global Impact Officer. The Director of Global Impact Operations Integration also oversees the Human Rights Integration Team, a cross-functional team advancing General Mills' work on human rights. The Global Responsible Sourcing program has a dedicated team and is part of our Global Sourcing Operations and Capabilities (GSOC) group. GSOC reports to the Chief Procurement Officer and is focused on integrating key capabilities into sourcing processes, including those related to protecting human rights, for General Mills globally.

Risk assessment: Our approach to human rights is informed by an assessment conducted in 2020 by [Shift](#), the leading center of expertise on the UNGPs, of practices across our business operations and supply chain according to the UNGPs in combination with our ongoing Global Responsible Sourcing risk assessments.

We have defined our focus as the most salient issues in our value chain — those issues where our impact to people is greatest — by examining the relative severity and likelihood

of each issue. While we seek to address all potential risks, this salient-issues lens informs our strategy.



Due diligence: We have put in place a range of due diligence measures for our own operations and supply chains. These measures include audits conducted as part of our Global Responsible Sourcing program, which use the four-pillar [Sedex Members Ethical Trade Audit \(SMETA\) protocol](#) or mutually recognized audits to assess our supply chain on social and environmental practices. As we continue to educate our sourcing teams and other internal audiences about human rights topics and our updated Supplier Code of Conduct, they apply those insights when conducting supplier audits. For example, as our sourcing team was vetting a potential new co-packer, they identified a non-compliance with one of the human rights expectations outlined in our Code. This expectation serves to ensure workers are protected from any risk of forced labor. After discussing our expectations with the potential new

partner, this organization revised their employment guidelines to meet Code expectations and to the benefit of their employees. As of October 2022, more than 300 of our employees and 300 of our suppliers have received training about the expanded human rights requirements within our updated Supplier Code of Conduct.

While our Global Responsible Sourcing program is one of the key ways we address human rights risks, we also apply our human rights focus to other business processes, such as integrating newly acquired businesses and as a cross-cutting issue in several environmental initiatives. We recognize our policies and programs may not prevent all adverse impacts in our value chain. Our aim is to provide effective responses where we find impacts directly linked to our business operations. We have in place a variety of mechanisms to allow employees, stakeholders and other potentially affected individuals to raise concerns, such as our [Ethics Line](#), which allows individuals to remain anonymous (where allowed by law). We encourage all leaders to foster an environment where employees feel comfortable raising concerns and will not retaliate — or permit retaliation — against any employee for good faith reporting of ethical or legal concerns about human rights or cooperating in a company investigation. Learn more about our efforts in the [responsible sourcing](#) portion of the [Planet](#) section of this report.

Ingredient sourcing: Some of the raw materials and ingredients General Mills sources for use in our products are

recognized as posing a higher risk of negative human rights impact due to their growing regions and production methods. We are conscious of this impact — such as for cocoa, vanilla, palm oil, seafood and sugarcane. We engage with key strategic partners to help us enable social and environmental progress in these value chains. For example, our ongoing work with [Conservation International](#) (CI) aims to review and strengthen our engagement in seafood supply chains through risk assessment and mitigation strategies and identification of potential environmental and social impact opportunities. In 2022, CI trained our seafood buyers and employees from our pet food business to increase awareness about risks related to specific seafood species and sourcing regions based on guidance from CI.

Building on the human rights assessment conducted by our partners at [Proforest](#) in 2021 to help us proactively identify and respond to potential or emerging risk areas related to our cocoa, sugarcane



▷ Through our supplier scorecard, we are elevating due diligence around the rights of sugarcane workers.

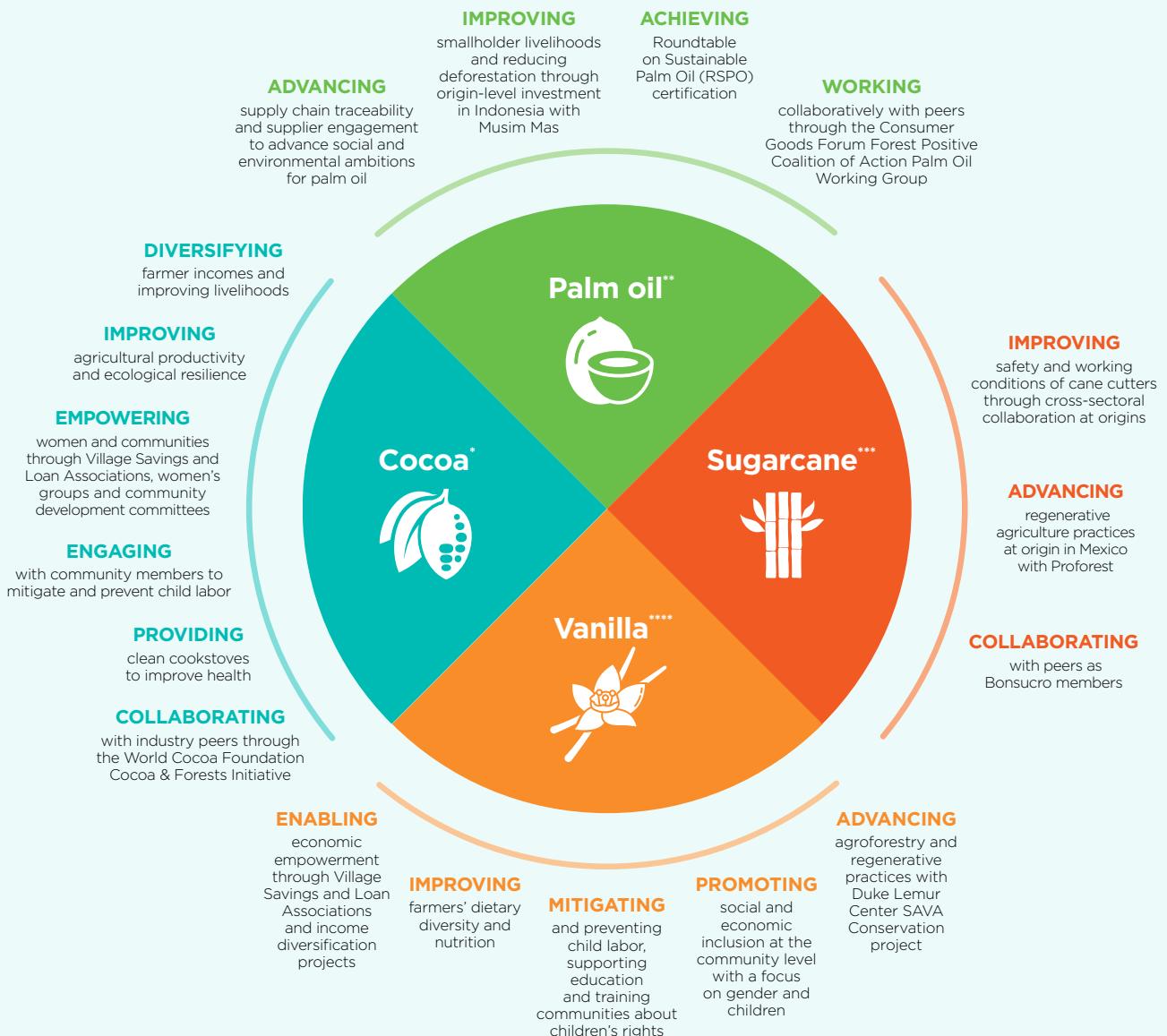
and palm oil supply chains, we introduced a sugarcane supplier scorecard in 2022. Proforest helped us gather information for the scorecard from our top sugarcane suppliers globally to evaluate their human rights due diligence processes, identify risks and begin planning for actions to close any process gaps. Learn more about our efforts to strengthen our approach to addressing supply chain risks in the [Planet](#) section of this report.

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

- Continue building due diligence capabilities to proactively identify risks where impacts to people are most severe across our value chain
- Integrating human rights considerations into environmental strategies, including putting people at the center of our approach as we work to address deforestation risks in ways that also benefit the people living in affected ecosystems
- Increasing employee awareness of our enhanced human rights strategy
- Continue integrating expectations into standard business processes
- Further articulating human rights priorities and leveraging our internal metrics for measuring impact and increasing accountability for mitigating human rights risks

Making a positive impact on people's lives

Illustrated below are examples of human rights impacts across our priority ingredient supply chains.



*Impact achieved in Côte d'Ivoire and Ghana through: the Cocoa Sustainability Initiative (CSI) created by General Mills and [CARE International](#); partnership with [PUR Projet](#); support for [Cocoa Horizons](#) and [Cocoa Promise](#) supplier programs; action plans developed with [Proforest](#); and membership in the [World Cocoa Foundation \(WCF\)](#).

**Action through partnership with Proforest for supplier engagement, supply chain traceability, grievance management, sectoral collaboration via Consumer Goods Forum Forest Positive Coalition of Action; certification through purchasing RSPO Segregated and Mass Balance palm and [PalmTrace](#) credits; and smallholder landscape program at origin with Musim Mas Group.

***Action through partnership with Proforest, Verité, and industry peers at origin in Mexico and via membership in Bonsucro

****Action through partnership with People Power Inclusion (PPI) at origin in the Sava region of Madagascar and through partnership with the Duke University Lemur Center SAVA Conservation project at origin in the Sava region.



Workplace safety

Our approach: General Mills is committed to creating a culture that ensures zero harm to our employees and the environment. Working safely and in an environmentally conscious manner is not simply a matter of personal accountability or choice. As a corporation, we relentlessly seek to learn from our work and improve controls to prevent and mitigate significant safety and environmental events.

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

We use a single, standardized Environmental and Safety Management System (ESMS) at General Mills owned supply chain locations and ensure uniform implementation of standards globally through functional auditing and a regional support structure.

Through our Global Safety Tracking and Environmental Management System (GSTEMS), we track safety data at all production facilities worldwide, document necessary actions to reduce future risks and communicate progress.

Our progress: General Mills has a history of strong safety performance and culture. In fiscal 2021, we implemented new injury and illness reporting criteria and metrics to improve our safety culture and focus more intently on eliminating incidents and situations with the greatest potential to significantly harm our people. The decision to change our reporting criteria and metrics was informed by

current best practices for preventing serious injuries and fatalities (SIF), including insights from [The Campbell Institute Center of Environmental Health and Safety Excellence](#) and guidance from the U.S. National Safety Council's (NSC) Global Occupational Safety and Health Network. (General Mills is an NSC member.) The new safety metric criteria at General Mills are company-specific and based on the globally recognized principles of the [ASTM E2920 international standard for recording occupational injuries and illnesses](#).

Fiscal 2022 was the second year for our updated safety metrics.* Data was gathered from 140 tracked locations, 48 of which are production facilities and Innovation, Technology and Quality centers. Those 48 locations were the focus of our safety improvement work. Safety results from those locations in fiscal 2022 include:

- 2.45 injury/illness rate compared to the fiscal 2021 2.14 baseline. The rate increase was due to a 10% reduction in work hours in fiscal 2022 and a 5% increase in company reportable injuries/illnesses during the pandemic. More than 80% of these reduced hours came from operations that had limited or no associated injuries.
- Five SIF events globally among our employees, including four serious injuries and one fatality. Sadly, we lost one of our employees due to an accident at one of our production facilities in Iowa, United States.
- Zero contractor fatalities globally.
- 12 locations operated with zero reportable injuries.

In fiscal 2022, we added to our safety metrics by establishing a baseline for company reportable environmental incidents (eReportables), which are unplanned releases into the atmosphere, a body of water, or soil, requiring regulatory notification. Our fiscal 2022 eReportables baseline was 14. We will continue to track and report on this metric.

We continued reinforcing our safety programs in fiscal 2022:

- Standards – We continued to operationalize our first-ever standard focused specifically on SIF prevention.
- Measurement – We leveraged our fiscal 2020 safety metrics change and improved our capability to identify and reduce SIF potential globally. (We identified and took action to address over 1,100 potential SIF incidents in fiscal 2022.) We also deployed new company environmental metrics and began data capture related to significant environmental incidents.
- Mitigation – We prioritized more than US\$80 million of capital toward improving controls related to our critical safety and environmental risks.
- Learning and culture – We launched Safety Leadership 2.0, our next safety culture offering, which is based on principles of human and organizational performance, at eight locations globally.

Leadership and responsibility:

- Our Global Safety Governance Board, composed of regional operating vice presidents, oversees safety leadership, structure, processes and actions.
- Senior-level responsibility for workplace safety lies with the Director of Global Safety and Environment, who reports to the Chief Supply Chain Officer.
- Our Corporate Safety Council is led by our Chairman and Chief Executive Officer, who is responsible for General Mills policy and safety culture. The council, which includes key members of the company's executive leadership team, reviews safety progress and key initiatives. The Council's focus is on growing safety culture in both manufacturing and nonmanufacturing locations.

At General Mills, we continuously innovate to improve workplace safety and environmental protection. Our leaders strive to create a psychologically safe environment for open conversations about safety and the environment where learning is the primary outcome. Through this collaborative approach, we gain a better understanding of how work is done and what additional controls are needed to keep our people and the environment safe.



*Global incident data includes all General Mills owned/operated facilities, including Yoki, Häagen-Dazs shops, Blue Buffalo and global offices. Rate is based on the number of injuries/illnesses times 1,000,000 divided by number of hours worked.



Diversity, inclusion and belonging

Our approach

At General Mills, we believe that a diverse workforce fostered through inclusion — and a sense of belonging — is the right thing to do not only for our society but for our business. We are dedicated to reflecting the world we seek. We know that meaningful change takes time — and it will take all of us to make progress. We are committed to continuing this critical journey knowing that we can stand for good and Champion Belonging in everything we do.

Our goal is to foster a culture of inclusion and belonging for all. We actively acknowledge, respect and value all dimensions of diversity — including gender, race, sexual orientation, ability, background and beliefs. We are committed to advancing racial equity within and outside our workplace.

Our strategy: Leveraging data and our global inclusion framework (see graphic on the next page), we hold ourselves accountable for continually assessing progress around the world. Learn more

about how General Mills is focused on [respecting all dimensions of diversity](#).

Allyship is an important part of how we reinforce a culture of inclusion at General Mills. We help build awareness, empathy and action among colleagues through our REAL Allyship framework, a series of scenario-based e-learning modules. We have made those resources publicly available to promote further learning and social justice. More than 2,300 General Mills employees have committed to their allyship journey to authentically support individuals and communities who have been marginalized or overlooked. [Learn more](#).

We also have a robust Courageous Conversations program that tackles challenging topics with openness and authenticity, open to all employees. On a

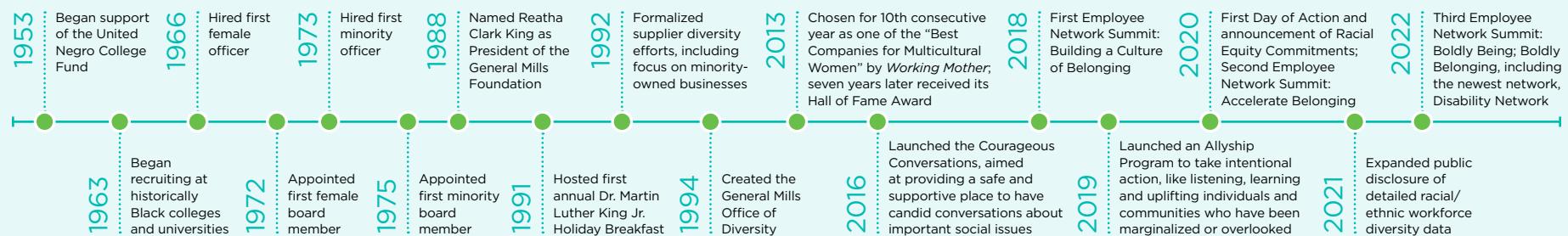
more ongoing basis, we promote a library of more than 300 timely inclusion topics for employees to use at the beginning of meetings to foster discussion, build empathy and increase understanding.

Governance and leadership: Leadership advocacy and support of our inclusion efforts are critical to creating our aspirated culture. Each of our senior leaders is responsible for creating inclusion plans for their respective organizations and ensuring their talent pipelines reflect the diversity of our talent pool. Our Chief Executive Officer and Chief Human Resources Officer review progress throughout the year, including during our senior-level talent reviews, and we review progress with the full Board of Directors twice a year. Our management team also supports our inclusion efforts as sponsors of our employee networks.

Our story

As a 150-year-old company, we know the sobering reality of systemic inequality is not new, and it prevents individuals and communities from achieving their full potential. We have a long history of advancing equity and inclusion both within and outside our workplace. We know there's still a lot of work to do, and we are committed to continue building on our legacy of action.

OUR JOURNEY



△ Learn more about our commitment to diversity, equity and inclusion.



General Mills global inclusion framework



Employee networks

Our employee networks are the foundational building blocks for our culture of belonging. They bring together colleagues across locations and backgrounds for community building, networking, professional development and community outreach. We established the first General Mills employee networks more than 25 years

ago to give employee communities space to connect, process, react and grow. Our networks include:

- Women's Leadership Network
- Betty's Family Network (LGBTQ+)
- Asian Leader Network
- Black Champions Network
- The Familia Network (Hispanic)
- Veterans Network
- Disability Network



[WATCH VIDEO](#)

△ Watch this video to learn more about our employee networks and to get a flavor of "the heart of General Mills."

Employee Network Summit

In November 2022, nearly 700 employees came together in Minneapolis to engage with leaders and inspirational speakers, reflect on our new value of Champion Belonging, hear updates on our racial equity commitments and connect with other network members. Driven by the theme "Boldly Being, Boldly Belonging," the summit explored and celebrated what it means to boldly

bring your most authentic self to work – and beyond the walls of General Mills. It was a gathering full of heart, and employees left feeling inspired.

99%

of participants said the Summit helped them build a deeper sense of empathy for colleagues in other networks



△ The three chairs of the 2022 Employee Network Summit snapped a photo with event participants in Minneapolis.

Champion Belonging

The refresh of our company values in 2022, detailed on page 68, elevated "Champion Belonging" as one of the four key values that guide our decisions and actions. Across the company, leaders are focused on our new Engaging Leader behavior to model inclusion by intentionally recognizing and embracing each person's diverse identity, background, viewpoints and talents to create a sense of belonging for all.



RESPECT AND INCLUDE
ALL VOICES, IDEAS AND
PERSPECTIVES.

Employee network impact

In 2022, employee network participants reported feeling more committed to General Mills, including:





Our commitment to racial equity

The issues of social injustice are broad and complex. We have committed to lead differently, vocally and tirelessly, and we are focusing our efforts where our expertise can make the greatest impact: equitable food access, equity in education and equity in representation.



Equitable food access

Our role: We will direct our philanthropy to work locally and nationally in the U.S. with food banks and anti-hunger organizations to address food insecurity that disproportionately impacts communities of color.

See our actions in the [Food](#) section of this report.



Equity in education

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

Learn about our efforts to improve equity in education on page 72.



Equity in representation

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

- **Doubling** the representation of our Black managers (see page 64).
- **Increasing** our minority representation to 25% (see page 64).
- **Doubling** our spending with minority-owned suppliers (see page 66).

OUR ACTIONS TO ADVANCE EQUITY IN REPRESENTATION

At General Mills, we are committed to minority representation among our employees, which is why we pledged to increase our overall representation of minorities to 25% and double our representation of Black managers in the U.S. We have seen people of color representation growth across all job bands, and for the first time ever, 29% of our officers are people of color.

Since making our racial equity commitments in 2020, we've:

- Made significant progress on representation of people of color at the Officer and Director levels within our company.
- Increased representation of people of color in professional roles to more than 21% (first time over 20%).
- Made slight progress on Black manager representation.

To continue making progress, we are focusing on three pillars: Leader accountability and manager capability, enhanced integration in our talent processes, and continued investments in development. These efforts are critical to making sure everyone can thrive and succeed at General Mills.

People of color in leadership roles at General Mills*

33% of Board of Directors

29% of company Officers

21% of professional roles

*As of 1/1/2023

Minnesota Business Coalition for Racial Equity

Through our partnership with our corporate peers, local and state government, community leaders and others, we are taking bold and leading actions needed to combat racism and social inequality and ensure our community is a place where all can flourish.



Minnesota Business
Coalition for
Racial Equity

Two years ago,

General Mills was a founding member of the [Minnesota Business Coalition for Racial Equity](#) to create sustainable and meaningful change around racial and social justice for Black Minnesotans. As part of our ongoing support to MBCRE, a General Mills employee serves as the organization's managing director. Learn more about [MBCRE](#) and our commitment to advancing racial equity in our communities beginning on page 72.



[WATCH VIDEO](#)

△ Learn more about how we are making progress to advance equity at General Mills.

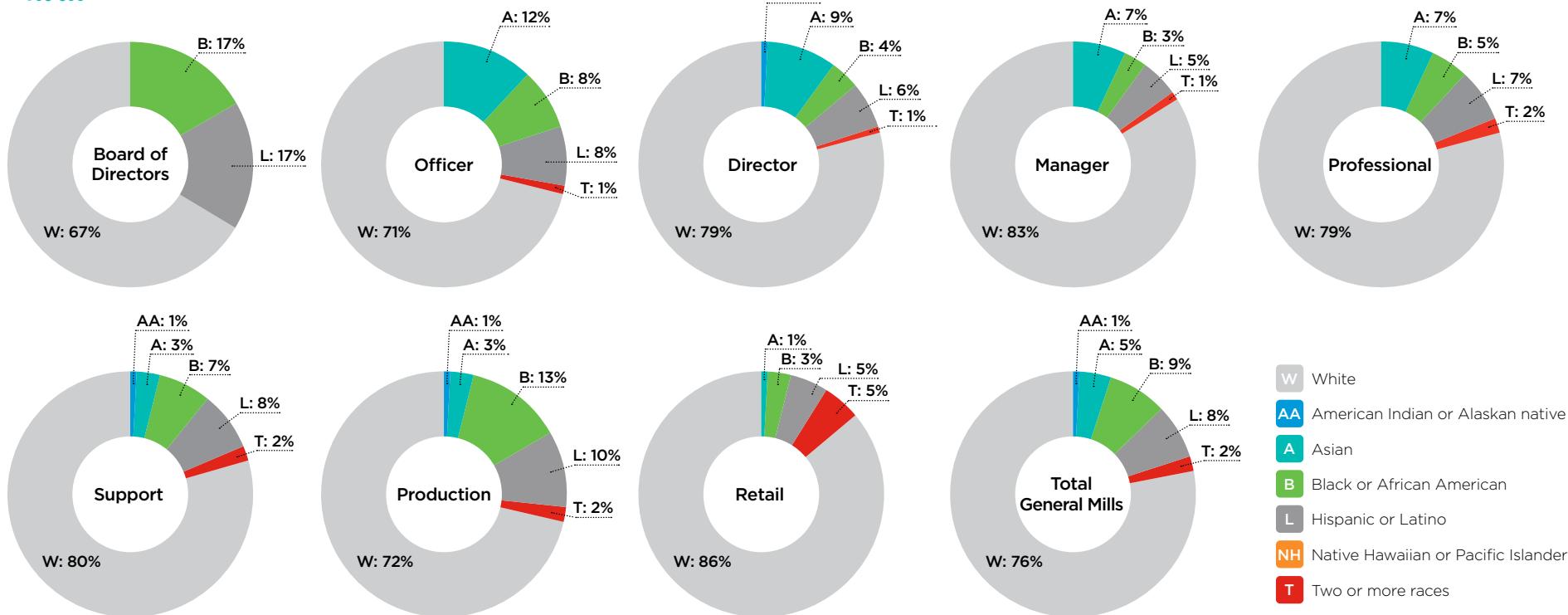


▷ We've made our REAL Allyship resources publicly available to promote learning and social justice.

"General Mills has been a leader in board and officer representation dating back to our first female board member in 1972. We know we live our purpose best when our workforce represents the diversity of our consumers." — CEO Jeff Harmening



Racial/ethnic diversity*



The employment data from our EEO-1 report can be found [here](#). The categories in the EEO-1 are prescribed by the U.S. federal government and do not represent how our workforce is organized or how we measure our progress. As a result, we believe the information reported above is a more useful and meaningful reflection of our company's diversity. In this report, we are expanding our disclosures to include our support, production and retail employees. For more information about diversity at General Mills, see the gender diversity data on page 65 and supplier diversity data on page 66.

*Represents U.S. data as of 1/1/2023. Percentages may not total 100 due to rounding.



Diversity and inclusion recognition



Best Places to Work for
LGBTQ Equality, Human
Rights Campaign



Leading Inclusion
Index Company,
Seramount



Disability Equality Index,
Best Place to Work for
Disability Inclusion



Best Companies
for Multicultural
Women, Seramount



Top Companies for
Executive Women,
Seramount



Military Friendly
Employer (Silver),
VIQTORY



2022 World's
Best Employers,
Forbes

Women's empowerment

We promote women's education, training and professional development within our businesses and supply chains.

Our Women's Leadership Network chapters around the world offer networking and development events in addition to mentoring circles. Our Women in Leadership organization also advocates on behalf of women at all levels of the company to purposefully cultivate a pipeline of women leaders and a culture where women can thrive. See related "Break the bias" story to the right.

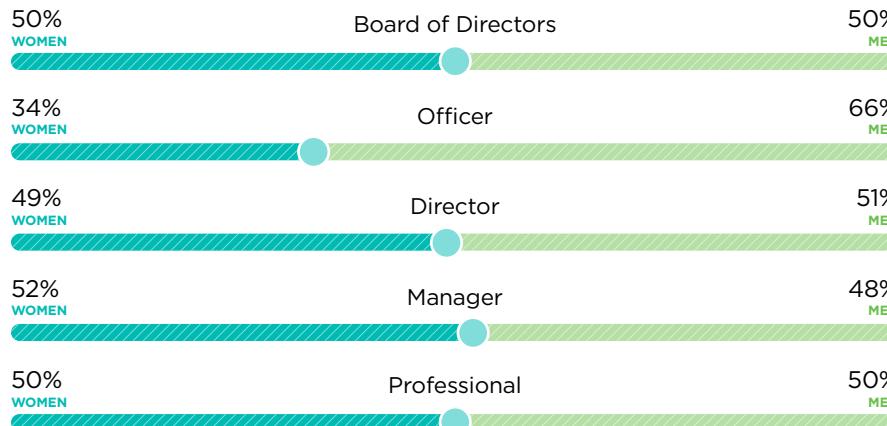
We are committed to gender equality in the workplace, including pay equity. In partnership with external experts, we regularly conduct thorough pay



△ We are committed to gender equality in the workplace.

equity reviews to ensure equitable pay outcomes for each job group. As a result of this work, we are assured that our pay systems and practices are generally fair and equitable among all employees (+/- 2% of 100%) without regard to gender, race or ethnicity.

Gender diversity*



Break the bias

In March 2022, the General Mills Women's Leadership Network (WLN) hosted a two-day virtual event aligned with the [International Women's Day theme](#), "Break the Bias." The gathering focused on building a gender-equal world free of bias, stereotypes and discrimination by celebrating women's achievement, raising awareness against bias and taking action for equality. A dynamic group of four keynote speakers included



△ Participants shared their own #BreakTheBias images.

authors, social advocates, activists and female empowerment experts.

Nearly 3,000 people in 550 different locations across 17 countries participated in the event, including WLN members, their allies and, for the first time, General Mills partners, including women-owned businesses and other diverse suppliers (see related story on page 67). Resources from the event were shared companywide after the meeting to inspire employees to #BreakTheBias.



△ Members of the WLN 2022 event steering team.

*Represents global data as of 1/1/2023. Percentages may not total 100 due to rounding. While the graphs above represent gender as binary, we recognize that gender also can be nonbinary, including people whose gender identity doesn't sit comfortably with 'man' or 'woman.'

Across our supply chain, we work to help increase the economic resilience of women. Additionally, General Mills made a pledge seven years ago to advance the [United Nations Women's Empowerment Principles](#), part of the UN Global Compact, to help achieve greater equality for women in the workplace, marketplace and community. These principles are designed to promote gender equality and women's empowerment.

Supplier diversity

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

Our Supplier Diversity Team, which is embedded in our Global Supply Chain organization, builds partnerships across the company to match diverse suppliers with business needs and opportunities. The team integrates supplier diversity into the standard sourcing process, trains

United Nations Women's Empowerment Principles

1

Establish high-level corporate leadership for gender equality

2

Treat all women and men fairly at work – respect and support human rights and nondiscrimination

3

Ensure the health, safety and well-being of all women and men workers

4

Promote education, training and professional development for women

5

Implement enterprise development, supply chain and marketing practices that empower women

6

Promote equality through community initiatives and advocacy

7

Measure and publicly report on progress to achieve gender equality

all sourcing buyers and provides tools to advance the program. Sourcing category managers incorporate diversity into their strategic plans to drive progress and share results with sourcing leadership.

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

Our actions: We continue to grow our supplier diversity program. In fiscal 2022 we successfully:

- Expanded our supplier diversity program globally to include all

General Mills spending with diverse suppliers (fiscal 2022, US\$ million)*

Diversity classification	FY20	FY21	FY22	
	U.S.*	U.S.*	U.S.*	Non-U.S. markets + pet food business**
Minority-owned businesses	\$ 73.90	\$ 181.30	\$ 268.23	\$ 4.49
Women-owned businesses	\$ 58.10	\$ 122.90	\$ 162.89	\$ 8.17
Veteran-owned businesses	\$ 10.50	\$ 12.50	\$ 12.57	
Disability-owned businesses***		\$ 0.09	\$ 1.22	\$ 0.65
LGBTQ+-owned businesses	\$ 0.05	\$ 0.07	\$ 0.32	\$ 0.32
Total spending	\$ 142.55	\$ 318.30	\$ 445.24	\$ 13.31
Percentage of total global supplier spending)****	1.7%	3.7%	4.8%	

*For suppliers certified in multiple categories of diversity, spending with those businesses is included under their primary diversity status; includes Tier 1 and Tier 2 suppliers.

**Added for 2022: Non-U.S. regions include Latin America, Asia, Europe and Australia. Pet represents General Mills' Blue Buffalo business.

***Disability-Owned Business Enterprise (DOBE) certification — businesses owned and operated by people with disabilities.

****Diverse supplier spending as a percentage of total global supplier spending.

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

of our sourcing regions and our Blue Buffalo pet food business.

- Achieved 40% growth in spending with diverse suppliers.* This growth was achieved through the onboarding of new diverse suppliers, expanding business with current diverse suppliers and database and systems cleanup. The impact includes:
 - ◆ 33% growth in spending with Tier 1 suppliers
 - ◆ 76% growth in spending with Tier 2 suppliers

EQUITY IN REPRESENTATION

In fiscal 2021 we achieved our corporate commitment to double our spending with minority-owned businesses, and in 2022 we built on that progress by increasing our spending an additional 40%.

- Conducted benchmarking to see how our Supplier Diversity program compares to the most advanced programs at peer companies.
- Expanded our diverse certification sponsorship program aimed at helping small and startup businesses achieve diverse certification status with funding and consulting support from General Mills. As of October 2022, General Mills has sponsored six diverse business enterprise certifications, and we plan to continue growing the program in the years ahead.
- Launched new tools and capabilities to track and report on diverse suppliers globally, including for our Blue Buffalo business.
- Hosted a virtual Trends and Opportunities Forum for more than 100 minority-owned business enterprises from five countries focused on key industry trends, request for proposal (RFP) process insights,

pitch training and case studies. This first-of-its kind event, in partnership with the North Central Minority Supplier Development Council (NCMSDC), shared insights about how to do business with General Mills and highlighted our focus areas in today's dynamic market.

Collaboration: We are active members in national and regional advocacy organizations, such as the NCMSDC, National Minority Supplier Development Council (NMSDC), WEConnect International, Women's Business Enterprise National Council (WBENC), Women's Business Development Center (WBDC) and the National LGBT Chamber of Commerce (NGLCC). Through these organizations and other industry groups, we benchmark, share best practices and network with prospective diverse suppliers.

Diverse supplier spending impact

With our diverse spending in fiscal 2022, we were able to:

- Create 3,535 jobs
- Support US\$19.5 million in wages
- Contribute US\$492.4 million in total economic impact



*Includes fiscal 2022 spending with Tier 1 and Tier 2 suppliers. Tier 1 direct suppliers provide ingredients used in our food products or packaging. Tier 2 refers to the diversity spending our suppliers have in their own supply chains.

Recognizing a woman-owned business partner

General Mills continues to increase our spending with women-owned business enterprises (WBEs). We recognized one of our longtime WBE suppliers during our International Women's Day (IWD) celebration in March 2022. Promotion Management Center (PMC), a valued partner to General Mills for nearly four decades, spoke during the IWD event opening ceremony. PMC is a full-service fulfillment company providing dynamic fulfillment and promotion solutions to General Mills, including holiday gift boxes,

premiums, personal protective equipment (PPE) and direct-to-consumer services. PMC consistently delivers operational excellence, incredible customer service and reliable and timely delivery. We thank PMC for always coming through for General Mills, including helping to keep us safe with PPE throughout the COVID experience.



△ PMC served as the primary distributor for pandemic-related General Mills PPE supplies.

"PMC is a full-service fulfillment company providing a wide range of services to General Mills. We are privileged to be a valued partner to General Mills for 39 years."

— DeAnn Monson, President, PMC

Employee well-being and development

Our approach: We know that when our employees are at their best, General Mills is at its best, so we provide resources to support the development and well-being of our employees and their families. We create a work environment that encourages innovation, collaboration, a learning mindset and flexibility — and that helps every employee bring their unique self to work every day.

Our progress: We support our employees in adapting to change — at work, at home and in our communities. Guided by our belief that the “G” in General Mills stands for good, we stand for people, and we put our people first in everything we do.

In 2022, we continued to build upon our “Work with Heart” framework, a set of guiding principles for our new ways of working focused on how work gets done, not where (when business allows). We designed and created Work with Heart, introduced in July 2021, to allow for generous personal and team

flexibility, enabling our employees to work from home, the office and elsewhere based on their own needs

and the needs of the business. Work with Heart is a fluid framework that recognizes the reality of ongoing change and different job requirements while supporting the work to be done and the importance of coming together with intentionality — in-person and virtually — with our culture of inclusion and belonging as our North Star.

Our values

In 2022, we refreshed our company values to drive clarity and unity of purpose for all our employees going forward. Following a period of transformation over the past few years, it was time to revisit and update our values to ensure they remain reflective of who we are and what we aspire to be as a company. Our updated company values reinforce who we are, how we treat each other and how work gets done.



Win together

COMPETE TO LEAD THROUGH SHARED GOALS, TEAMWORK AND HEART.



Continuously innovate

NEVER STOP LEARNING, EVOLVING AND EXPLORING TO STAY AHEAD.



Champion belonging

RESPECT AND INCLUDE ALL VOICES, IDEAS AND PERSPECTIVES.

DO THE RIGHT THING, ALL THE TIME.

PRESERVE AND GROW THE TRUST WE’VE EARNED FROM OUR CONSUMERS, CUSTOMERS AND COMMUNITIES.

Supporting employee well-being

We take a holistic approach to supporting our employees, focusing on whole-person well-being.



PHYSICAL



EMOTIONAL



FINANCIAL



CAREER



SOCIAL/COMMUNITY

WORK WITH 

90%

of employees said Work with Heart has allowed them to be most effective in how they work.*

*Pulse survey of global salaried employees, August 2022.



As part of their Work with Heart journey, our Pizza and Cookie business unit team created a structure with Mondays focused on project management, Tuesdays and Wednesdays on running the business, Thursdays on collaboration and decision-making, and Fridays preparing for the week ahead. This structure allowed people to get the most benefit when they chose to come in person — to connect, co-create, collaborate and celebrate together. This intentionality dramatically reduced the amount of meetings so the team could focus on what was most important.

Employee benefits and well-being

Guided by our focus on whole-person well-being, we provide a comprehensive network of resources and robust, competitive benefits to support the well-being of our employees and their families, including:^{*}

- **Spring Health:** A confidential resource that provides mental health support services to employees and their families, including dedicated support from a care navigator, personalized care plans, therapy, meditation exercises, coaching to manage stress, medication management, substance use support and other services to help navigate life's challenges. In 2022, we increased mental health access to our dependents ages 6 and older, an expansion from age 13 and older, to be responsive to employee and dependent needs as they navigate through the post-pandemic recovery. As a part of this expansion, we connected an additional 416 dependents to mental and emotional well-being tools and resources through Spring Health. By providing employees and their dependents access to mental well-being resources in a timely and efficient manner, we're better able to reduce work-life stressors and improve overall well-being.
- **My Wellbeing:** A behavior-change program that helps employees prioritize their well-being, including eating habits, sleep, physical activity, relationships and finances. The program makes it easy to

track progress, connect, and compete with friends, family and co-workers to earn rewards.

- **Health benefits:** We offer employees and eligible dependents medical, dental and vision plans starting on the first day of employment. Our health benefits are comprehensive and competitive — we pay, on average, 80% of health plan premiums.
- **Chronic condition management:** Whether high blood pressure, diabetes, chronic pain or other related conditions, our benefits package offers solutions to meet employees wherever they are along their well-being journey. In 2022, we implemented a robust musculoskeletal solution to provide easy access to at-home therapy for employees experiencing acute and chronic pain at no-cost to them. This solution, in partnership with our Environmental Health and Safety teams, supports physical health and well-being both at work and at home.
- **Time off:** We provide vacation, holidays, sick leave, flexible work arrangements and leave benefits for all life stages, including up to two weeks of paid caregiver leave per year to care for immediate family members, including transitioning aging parents into assisted living, and 12 weeks paid parental leave for new parents, including birth mothers, fathers, partners and adoptive parents. We also offer unpaid personal leave, such as up-to-12-week sabbaticals.
- **Pay:** Employees earn a competitive salary and annual bonus when they meet our ambitious goals.

Salaries are reviewed each year, with increases based on performance and the market value of the position. Annual cash bonuses are based on performance (individual, company and, in some cases, business unit).

- **Retirement and savings plans:** General Mills offers tools and resources to manage current and future savings goals. Eligibility for General Mills' 401(k) plan starts on the first day of employment, and the company provides significant matching and annual contributions. Employees can access free, confidential education on managing money, college and tax savings, and more.
- **Stock and ownership:** Company stock is available in the 401(k) plan. Our voluntary stock purchase program allows another ownership opportunity. Annual stock grants are available to some management-level employees.
- **Insurance:** We provide company-paid life, short-term and long-term disability insurance. We also offer employees options for long-term care, pet, auto and homeowners insurance.
- **Education assistance:** We offer reimbursement for job-related courses and other education

2022 Progress

Impact of mental health and well-being programs:^{*}

MENTAL HEALTH

3 weeks faster: 1.5 days average wait time for therapy vs. 25-day national average

65% of employees reported improvement in depression severity

61% of employees reported improvement in anxiety severity

On average, members saw improving symptoms in as little as 2.85 therapy sessions for depression symptoms and 3.01 sessions for anxiety.^{**}

80+ individuals received critical support for positive ideations/intent of suicide

50+ members actively engaged in substance use treatment

>90% employee satisfaction with their providers and navigators

OVERALL WELL-BEING^{***}

78% of inactive people are more active since participating in our well-being program

77% of participating employees are maintaining healthy lifestyles

56% of high-risk people have lost weight

75% of high-risk people with hypertension reduced their blood pressure

*Data based on the experiences of employees and dependents ages 6 and older in the U.S. and Canada who participated in Spring Health programs from January to September 2022.

**Compared to world class clinical trials where participants report improving symptoms in an average of 6.3 appointments.

***Results for those who participated in the My Wellbeing program.



programs. Employees may be eligible for an unpaid leave of absence to further their education.

Other perks:

- Learning, developing and growing — Tools and resources to help employees expand and grow as professionals. See more details in the [Development and training](#) content.
- Giving back to the community — Volunteer opportunities and donation match programs. Learn more about how we are [Strengthening hometown communities](#).
- Talent referral — Bonuses for referring top talent to join the General Mills team.

Employee engagement

Our ability to make food the world loves is driven by our strategy of engaging people in a culture of learning, growing and belonging. General Mills is a place where people can explore new perspectives and reimagine possibilities every day. We inspire people to bring their best — bold thinkers with big hearts who challenge one another and grow together.

Our approach: We know that engaged employees create value and drive business performance. We continually work to build a more agile, engaged

organization by listening to employees, taking action and measuring progress.

We survey employees annually to measure five drivers of employee engagement: proud of my company, inspired by my leaders, connected to my team, supported by my manager and energized by my work.

In fiscal 2022, we continued to evolve our strategy for how we listen to employees in order to understand, anticipate and respond to changing employee needs. We heard from employees through internal surveys, interviews, focus groups, employee networks and processes like performance management and development planning.

2022 Progress

EMPLOYEE ENGAGEMENT

88%

of our employees say that General Mills is a great place to work.*



86%

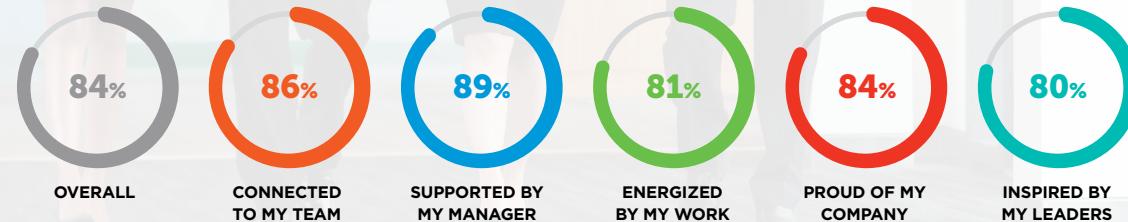
of our employees say they are comfortable at work saying or doing what they think is best for General Mills.*

*Global survey of salaried employees, October 2022.

“The culture of General Mills is very open, transparent and inclusive. Our leaders inspire us to do better, learn new things and encourage us to try new ways of working. The company also values work/life balance, and helps and supports employees in difficult times.”

— General Mills employee

Engagement trends*



△ While our five categories — connected, supported, energized, proud and inspired — remained the same as with previous surveys, the questions within them changed in 2022 as we updated our survey content to align with our refreshed company values and behaviors.



Development and training

Our approach: Development of all employees is a core value at General Mills. A recent employee engagement survey revealed that 82% of employees feel they have the opportunity to improve their skills at General Mills.* Learning is a key ingredient of our approach, including formal and informal Engaging Leader experiences and resources, employee network connections and a range of development opportunities at all stages of employees' careers:

- A new employee onboarding experience to help employees quickly learn, grow, belong and contribute
- Hands-on experiences, including challenging work assignments and robust job rotations
- Guidance from others, including feedback from managers, mentors and peers
- Real-time learning resources for leaders and all employees
- Structured learning — offered both in person and online — including onboarding for new employees, professional development for all and leadership development
- Our performance management process, in which nearly 13,800 employees globally participated in fiscal 2022.

Our progress: In 2022, we refreshed our Engaging Leader behaviors alongside the refresh of our company values. Internal feedback from employees

Aligning behaviors with updated values

We refreshed our Engaging Leader behaviors to align with our revised company values and drive business results.

COMPANY VALUES	Win together	Continuously innovate	Champion belonging
ENGAGING LEADER BEHAVIORS			
	<ul style="list-style-type: none"> ■ Explicit strategic intent ■ Apply appropriate effort ■ Explicit understanding of how to work ■ Develop all players 	<ul style="list-style-type: none"> ■ Embrace a learning mindset ■ Encourage productive discourse ■ Foster agility 	<ul style="list-style-type: none"> ■ Know and appreciate each player ■ Create connected teams ■ Model inclusion

and leaders, combined with external insights, helped us evolve our definitions to increase their relevance and better address the needs of our employees now and into the future. Quick ideas and deeper toolkits were provided to all

employees** to help them learn about and start implementing the behaviors and live our values. We also evolved our team effectiveness resources to help leaders overcome barriers, build connections and maximize impact.

2022 Progress

DEVELOPMENT AND TRAINING

361,000+

hours of training completed by our employees, equaling 18.5 average hours per employee.*

*Includes more than 19,500 salaried and wage employees annually.

Using short, biweekly emails to leaders, we delivered inspiration and ideas in new ways focused on our themes of caring for self, others and the business.

Engaging people in a culture of learning, growing and belonging



In 2022, we focused on these key Engaging Leader behaviors and actions globally in our nonmanufacturing locations:

ENGAGING LEADER BEHAVIORS	ACTIONS
 Apply appropriate effort	Prioritize effort on the highest-value work, and doing good-enough work on the rest.
 Foster agility	Adopt better ways of working that allow us to pivot quickly and seek and integrate external perspective
 Embrace a learning mindset	Regularly give and request performance-based feedback and use individual development plans (IDPs) to track toward development goals

*Annual global survey of salaried employees, October 2022.

**All employees globally, including nonmanufacturing and manufacturing teams.



Strengthening hometown communities

Our approach: Around the world, we support our hometown communities through employee volunteerism and local community giving. Our employees are General Mills' greatest asset as they bring our company's purpose to life every day. Supporting local causes invigorates our employees while strengthening our hometown communities around the globe. For the eighth consecutive year, General Mills was recognized on **The Civic 50** list as one of America's most community-minded companies. The award, presented by Points of Light, measures a company's efforts on employee volunteerism, grantmaking and social justice.

Advancing racial equity

We are proud of our company's longstanding work and deep commitment to using our philanthropy to advance racial equity. We work in focused ways to use our resources and influence to address and help close racial inequities in student educational achievement and food access. Listed below are examples of our efforts and impact.

Leading change: As a cofounder of the Minnesota Business Coalition for Racial Equity (MBCRE), we are partnering collectively with the local business sector to sharpen and accelerate actions to improve conditions and advance

equitable outcomes with and for Black Minnesotans. The coalition's approach seeks systemic changes via public policy, philanthropy, allyship and workplace environments. Since its inception in 2020, MBCRE has helped to [advance advocacy and leverage more than US\\$5 million](#) in member philanthropy to support Black-led and equity-oriented solutions in Minnesota. [Learn more.](#)



Minnesota Business
Coalition for
Racial Equity

Integrating racial equity in philanthropy: In 2022, we continued on our journey to integrate a racial equity lens to ensure our charitable giving helps support organizations with missions, programs and policies that advance racial equity. We integrated new practices to measure and review dimensions of organizational diversity, equity and inclusion as part of our grantmaking processes, and are providing more flexible funding to support the stability and longer-range planning of grantee organizations. We have grown the proportion of our giving to support community-driven solutions, including organizations led by and predominately serving Black, Indigenous and people of color in the Twin Cities (Minneapolis-St. Paul, Minnesota, metro area). Examples include: [African American Leadership Forum](#), [Appetite for Change](#), [CAPI](#), [Centro Tyrone Guzman](#), [Comunidades Latinos Unidos en Servicio](#), [the Division of Indian Work](#),

[Ed Allies](#), [Northside Achievement Zone](#), [Northside Economic Opportunity Network \(NEON\)](#), [Voices for Racial Justice](#), [Youthprise](#) and many others.

OUR ACTIONS TO ADVANCE EQUITY IN EDUCATION

As part of General Mills' commitment to racial equity,* we use our philanthropy and brand reach to accelerate opportunities to close gaps in academic outcomes that disproportionately impact students of color both in our headquarters community of Minneapolis, Minnesota and across the country.

Our progress: Since 2020, we have supported an ecosystem of nearly 30 nonprofit organizations that are working

Equity-focused Twin Cities charitable giving

- **US\$20 million** in charitable giving over the last five years (fiscal 2018-2022) to nonprofits in the Twin Cities (greater Minneapolis and St. Paul metro area), including US\$16 million toward promoting equitable food access and equity in K-12 education.
- **80%** of all Twin Cities nonprofits funded in 2022 are organizations focused primarily on improving the lives of Black, Indigenous and/or people of color, and reflect that commitment in their mission, goals, programming and actions.
- **43%** of all Twin Cities nonprofits funded in 2022 are led by Black, Indigenous and/or people of color.



32 years hosting Dr. Martin Luther King Jr. Holiday Breakfast

In 1991, General Mills developed and hosted our first Dr. Martin Luther King Jr. Holiday Breakfast. More than three decades later, the event is attended by thousands of people annually to contemplate and celebrate the legacy of Dr. King. Since that time, General Mills has provided US\$6.9 million in charitable support to the United Negro College Fund (UNCF) and its MLK Legacy Scholarship to

help local students of color attend colleges, including historically Black colleges and universities (HBCUs).



*Our commitment to racial equity also includes [equitable food access](#) and [equity in representation](#).

to bring about equity in education in our home state of Minnesota, including:

- **Box Tops for Education™** – To advance equity in education and ensure all kids can reach their full potential, Box Tops is building on its longstanding commitment to education by providing additional support to teachers and schools in need. In 2022, we partnered with and provided grants* to organizations that are working toward greater equity in education to help schools increase teacher diversity and address racial inequities in the classroom. These partners include: **Black Men Teach**, **Ed Allies**, **Teach for America**, **TNTP** (formerly The New Teacher Project), **Innocent Classroom**, **Culturally Responsive School Leadership Institute** and the **Kids in Need Foundation**. We also enhanced the Box Tops for Education app to make it easier for participants to find and support schools in need.

Box Tops also teamed up with the LeBron James Family Foundation in 2022 to advance racial equity in education. Together, we highlighted the many ways diverse educators and school support staff can improve students' outcomes and education — and surprised three teachers with US\$50,000 to help repay student loans. [Learn more](#).

- **Improving equity in K-12 education** – Directing our grants to support an ecosystem of education-transformation organizations that are working to strengthen an array of holistic solutions to advance

equitable educational outcomes. Grantee examples include: **Northside Achievement Zone**, **Ed Allies**, **Great MN Schools**, **Way to Grow**, and **Voices for Racial Justice**.

- **College and Career Readiness** – Supporting local solutions, including

partners like UNCF, Achieve Minneapolis, BestPrep and a new partnership with Pillsbury United Communities to support local scholarships for equitable post-secondary and higher education options (read more [here](#)).



△ We've committed to donating US\$500,000 to Black Men Teach to help increase the number of Black male elementary school teachers in Minnesota classrooms; and to co-investing US\$250,000 with the Minneapolis Foundation as part of their Reimagine Education initiative to support local nonprofit and education organizations to increase equity in Twin Cities schools.**

Box Tops for Education™

The Box Tops for Education digital program, operated by General Mills, provides funds for participating U.S. schools, which can be used for supplies and other priorities. Box Tops impact includes:

- US\$945 million provided through Box Tops for Education since the program began in 1996.

- US\$5 million earned by U.S. schools during the 2021-2022 school year.
- More than 4 million people have downloaded and opened the Box Tops app.
- 81,702 U.S. schools benefiting from the program during the 2021-2022 school year.



*Funded through Box Tops for Education and General Mills educational equity grantmaking program.

**Box Tops deployed the grants to the Minneapolis Foundation, its philanthropic partner, during fiscal 2021, and that funding was subsequently disbursed by the Minneapolis Foundation to selected nonprofit organizations in fiscal 2022. Twin Cities includes the Minneapolis and St. Paul, Minnesota, metropolitan area.

2022 Progress

STRENGTHENING COMMUNITIES

\$90 million

in charitable giving contributed by General Mills and our Foundation* worldwide in fiscal 2022, including food and funds (U.S. dollars).

\$2.7 billion

in cumulative giving provided by General Mills and our Foundation to strengthen communities since our Foundation was established in 1954.**

*In January 2022, we began shifting our philanthropy away from the General Mills Foundation and transitioning to corporate-funded philanthropy.

**This figure (in U.S. dollars) includes General Mills Foundation grants, Box Tops for Education™ giving, corporate contributions and the company's global food donations.

Employee volunteerism and giving

Our approach: We support our hometown communities around the world through local charitable giving and employee volunteerism. We encourage and empower our employees to apply their skills, expertise and passion to help strengthen their communities.

We are proud of our strong record of employee volunteerism at General Mills. In 2022, approximately 70% of our employees volunteered in their communities.* While we have not yet returned to our pre-COVID-19 volunteerism rate of 80%, we continue to support and encourage employees' desire to get involved in their communities. As a global company, we offer volunteer events throughout the year that employees



△ General Mills employees support our communities with a focus on alleviating hunger and taking care of the planet. Learn more.

can sign up for individually or as a team. Employees can also utilize our internal WeGive volunteerism platform to search for opportunities to engage in ways that are near and dear to their heart and homes. Finally, we pair our community involvement with resources to help our employees maximize their community impact, such as training sessions to prepare them to serve on a nonprofit board and assistance with volunteer event planning.

SKILLS-BASED VOLUNTEERISM

Many of our employees apply their professional skills and knowledge to make a difference at local and societal levels, including through our in-house GoodWorks pro bono program and our international nonprofit partner, Partners in Food Solutions:

■ **GoodWorks:** Through GoodWorks, General Mills employees lend their

2022 Progress

COMMUNITY IMPACT

342

charities worldwide received philanthropic funding from General Mills and our Foundation*, enabling them to serve and strengthen communities.

52

We invested in 52 General Mills hometown communities with local grants during fiscal 2022.



*In January 2022, we began shifting our philanthropy away from the General Mills Foundation and transitioning to corporate-funded philanthropy.



Educate to Employ program supports girls in India

Since 2015, General Mills India has been providing scholarships and mentors to help girls complete their education and prepare for employment. The five-year scholarships General Mills provides make it possible for promising students from rural villages to pursue higher education. In addition, through the Sakhi mentorship framework, General Mills employees provide the girls with career guidance, personal development workshops and English speaking courses as well as corporate visits and experiences. In 2022, 22 students received support

through the Educate to Employ program. Previous graduates have gone on to complete advanced academic degrees and obtain professional jobs.



△ Students gather for mentoring sessions.

Juneteenth Day of Action

We held our second-annual Juneteenth event at General Mills Headquarters on June 17, 2022. In celebration and recognition of the day, we hosted on-site learning and volunteering activities as well as partnered with a local nonprofit, Northside Economic Opportunity Network (NEON), to elevate and promote more than a dozen local BIPOC entrepreneurs in an effort to raise awareness and sales opportunities for small businesses.



△ A few General Mills and NEON participants from our Juneteenth Day of Action.



expertise in marketing, finance, sourcing and supply chain management, innovation, technology and quality to help nonprofit organizations overcome challenges and scale up their impact. Since the program began in 2009, more than 250 volunteers have completed over 70 projects.

In 2020, the GoodWorks program expanded its community focus to provide targeted support for local nonprofits and small businesses owned by Black, Indigenous and people of color. In 2022, GoodWorks teams in Minnesota provided support to four small businesses owned by people of color and nonprofit organizations serving people of color in Minneapolis and St. Paul, providing marketing, financial planning and business assistance for their projects. The small businesses included [Cheesecake Funk](#), [West Indies Soul Food](#), [Blind Havoc](#) and [Lovejoy's Bloody Mary Mix](#).

[Learn more](#) about our impact.



△ Cheesecake Funk founder and head baker Vanessa Drews received support from General Mills GoodWorks volunteers.

GoodWorks 2022 participation:

- ◆ **19** pro bono General Mills consultants
- ◆ **780** hours contributed over 12 weeks
- ◆ **100%** of pro bono clients said the GoodWorks deliverables will address their business challenge

■ **Partners in Food Solutions:** Many of our employees volunteer with [Partners in Food Solutions \(PFS\)](#), an independent nonprofit organization that links the technical and business expertise of volunteer employees from seven food companies with high-potential food processors and millers across Africa. Through the program, nearly 900 General Mills employees globally have contributed over 89,000 hours to 349 different clients across Africa. By sharing their diverse expertise, General Mills employees have assisted entrepreneurs in growing their businesses and supporting a supplier base of more than 1.2 million farmers.



EMPLOYEE GIVING

Employees in North America, Europe, Australia and India participate in the General Mills gift matching program, which offers up to a US\$1,000 match when they give to their favorite charities. During fiscal 2022, 3,451 employees had their gifts matched, providing support for 2,554 charitable organizations.

DISASTER RELIEF

When disaster strikes in the communities where we operate, General Mills is ready to contribute in ways that provide relief and help communities recover. Through financial grants and General Mills food donations, we help to ensure that our humanitarian and disaster relief partners are resourced and equipped to help communities during their most urgent times of need.

In fiscal 2022, we provided the following support:

- US\$300,000 in support following the invasion of Ukraine, including US\$250,000 to European Food Banks Federation (FEBA) to provide food and other humanitarian aid, and US\$50,000 to International Fund for Animal Welfare (IFAW) for displaced pets.
- US\$100,000 grant to Ação da Cidadania in Brazil to support relief efforts from flooding near Petrópolis, which helped provide 500,000 meals and support 10,000 families (about 40,000 people).
- US\$50,000 in grants to assist local chapters of the Spanish Red Cross and the Spanish Food Banks Federation to support relief efforts stemming from the San Adrian floods.
- US\$40,000 grant to the Australian Red Cross to support relief efforts associated with flooding in Queensland and New South Wales in Australia.
- US\$20,000 grant to the American Red Cross to assist with community recovery and relief efforts in the wake of Tennessee flooding near our Murfreesboro plant community.

2022 Progress

DISASTER RELIEF

\$440,000

in financial grants (in U.S. dollars) provided by our brands and the General Mills Foundation during fiscal 2022 in response to natural disasters in our communities, in addition to food donations.

EMPLOYEE GIVING

\$3 million

raised by employees for 2,554 nonprofits with the General Mills match.*

3,451

employees participated with contributions through the General Mills employee charitable gift matching program.

*US\$3 million raised by employees with the General Mills match during fiscal 2022.



Environmental Data Summary

Key manufacturing metrics (wholly owned or controlled production facilities globally)*					
In thousands, except rate data	2018	2019	2020	2021	2022
Energy usage rate (GJ/metric ton of product)	1.89	1.91	1.95	1.92	1.96
Energy usage (GJ)	9,051	9,385	10,052	10,201	9,672
GHG emissions rate (metric tons CO ₂ e/metric tons of product)**	0.16	0.16	0.13	0.078	0.067
GHG emissions (Scopes 1 and 2)** (metric tons CO ₂ e)	811	812	660	416	329
Scope 1 (metric tons CO ₂ e)	267	274	295	319	290
Scope 2 (metric tons CO ₂ e)**	511	511	365	97	39
Water consumption rate (cubic meters/metric ton of product)	2.85	2.72	2.76	2.56	2.37
Water consumption (cubic meters)	13,604	13,367	14,212	13,595	11,712
Groundwater (cubic meters)	5,772	5,545	5,714	5,226	2,441
Municipal (cubic meters)	7,832	7,822	8,498	8,369	9,271
Solid waste generation rate (metric tons/metric ton of product)***	0.065	0.061	0.064	0.063	0.07
Solid waste (metric tons)***	309	299	329	337	344
Food waste (metric tons)****			2.24	1.71	1.36
Zero waste to landfill % of total global facilities*****	20%	24%	30%	28%	41%

*Data in this table is reported on a fiscal year basis and represent wholly owned or controlled production facilities globally. Past fiscal years have not been adjusted for acquisitions or divestitures. Some data are restated compared to reporting in prior years to reflect improvements in data gathering and tracking methodologies. Beginning in 2019, data reflects the acquisition of Blue Buffalo Pet Products, Inc., completed in April 2018.

**Scope 2 GHG emissions data were calculated using the location-based method from 2017-2019 and the market-based method starting in 2020. These data were externally verified for 2015-2019 by Bureau Veritas, and for 2020-2022 by Apex Companies, LLC.

***Solid waste data is from production and excludes waste associated with construction as well as non-production activities such as new product trials.

**** General Mills defines food waste following the Food Loss & Waste Protocol standard and the baseline year for our goal reduction is fiscal 2020 (not reported for earlier years).

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

Renewable electricity, fiscal 2022*				
Location	Energy attribute certificates (GJ)**	Total electricity use	% renewable electricity***	Type
United States and Canada	3,649,115	3,725,547	98%	RECs (VPPA)
Europe	297,836	298,059	100%	Guarantee of Origin
All other geographies	0	509,060	0%	
Total General Mills	3,946,950	4,532,666	87%	

*Scope includes all globally owned General Mills facilities (Manufacturing, R&D, Offices, Warehouses, HD Shops, and Cake Kitchens).

**Certificates to prove renewable energy consumption. One (1) EAC represents one (1) MWh of renewable electricity generated.

***Aligned with RE100 definition: total energy attribute certificates/total electricity use

	SBTi Target boundary		GHG Protocol	
	Fiscal 2022	Fiscal 2021	Fiscal 2022	Fiscal 2021
Scope 1	317,900	349,200	317,900	349,200
Scope 2 (market-based)	74,100	178,300	74,100	178,300
Scope 3	15,727,500	15,465,900	19,234,400	19,254,800
Total	16,119,500	15,993,400	19,626,400	19,782,300

*See below for GHG calculation methodology and definitions. Scope 1 and 2 totals differ from the Key manufacturing metrics to the left as the data in this table include those locations as well as other wholly owned or controlled facilities globally (such as offices and Häagen-Dazs shops) as well as fleet vehicles.

GHG calculation methodology

We work with Quantis to calculate our global GHG emissions footprint each fiscal year, following the guidelines of the GHG Protocol Corporate Accounting and Reporting Standard. This footprint covers our complete value chain. For our 2030 science-based target, we define our emissions boundaries in alignment with the Science-based Target initiative (SBTi):

Scope 1: Direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by an organization (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles). General Mills uses operational control to categorize those emissions within its organizational boundary.

Scope 2: Indirect GHG emissions associated with the purchase of electricity, steam, heat or cooling. General Mills uses operational control to categorize those emissions within its organizational boundary. General Mills uses the market-based methodology for calculation of our Scope 2 emissions, which considers any contractual instruments that may be used in competitive energy markets, such as green tariffs, renewable certificates, or PPAs.

Scope 3: Indirect GHG emissions occurring from assets not owned or controlled by the reporting organization, but that the organization indirectly impacts in its value chain. Scope 3 emissions include all sources not within an organization's scope 1 and 2 boundary, as outlined by the GHG Protocol. General Mills uses operational control to categorize those emissions within its organizational boundary.

Consistent with SBTi guidelines, our targets focus on the categories of GHG emissions that are the most impactful and actionable for General Mills, and exclude emissions such as low-volume ingredients, capital goods, employee commuting, franchises, downstream warehouse and storage at retail, consumer trips to store, and end of life (consumer food waste).

Scope 1, 2 and 3 data in the above table were externally verified by Apex Companies, LLC, and our verification letter can be found on our [website](#). We work to continually update our methodology, visibility and accuracy, and update results as appropriate each year. It is typical for there to be some year-over-year variation in footprint hotspots and for baseline footprints to change as a result of updates. For fiscal 2022, there were two methodological updates that had a material impact on the footprint. In shipping, the gallon data was replaced with tonne-kilometer data resulting in an increase in the shipping portion of the footprint, though with increased confidence in the accuracy. In home cooking, where the number of product units sold is used to calculate impact, previous data collection methodology was not accounting for variation in package sizes. For instance, one package may include 10 boxes of product, translating to ~10 different instances of cooking, which is now reflected. The new calculation has increased the impact of home cooking on the overall footprint, but is a more accurate representation of reality.

Global Reporting Initiative index

Statement of use	General Mills has reported the information cited in this GRI content index for the fiscal 2022 period with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
Disclosure	Location/comments	Location/comments
GRI 2: General Disclosures 2021		
2-1 Organizational details	2022 10-K, Introduction	
2-2 Entities included in the organization's sustainability reporting	Introduction	
2-3 Reporting period, frequency and contact point	Introduction	
2-4 Restatements of information	Introduction, Appendix – Environmental Data Summary	
2-5 External assurance	Introduction	
2-6 Activities, value chain and other business relationships	Introduction, Food, Planet, People	
2-7 Employees	People	
2-8 Workers who are not employees	People	
2-9 Governance structure and composition	2022 Proxy Statement, Introduction	
2-10 Nomination and selection of the highest governance body	2022 Proxy Statement	
2-11 Chair of the highest governance body	2022 Proxy Statement	
2-12 Role of the highest governance body in overseeing the management of impacts	2022 Proxy Statement, Introduction	
2-13 Delegation of responsibility for managing impacts	2022 Proxy Statement	
2-14 Role of the highest governance body in sustainability reporting	2022 Proxy Statement, Introduction	
2-15 Conflicts of interest	2022 Proxy Statement	
2-16 Communication of critical concerns	2022 Proxy Statement	
2-17 Collective knowledge of the highest governance body	2022 Proxy Statement	
2-18 Evaluation of the performance of the highest governance body	2022 Proxy Statement	
2-19 Remuneration policies	2022 Proxy Statement	
2-20 Process to determine remuneration	2022 Proxy Statement	
2-21 Annual total compensation ratio	2022 Proxy Statement	
2-22 Statement on sustainable development strategy	Planet	
GRI 2: General Disclosures 2021 (cont.)		
2-23 Policy commitments		Planet
2-24 Embedding policy commitments		Introduction, Planet
2-25 Processes to remediate negative impacts		Planet
2-26 Mechanisms for seeking advice and raising concerns		People
2-27 Compliance with laws and regulations		Responsible sourcing, Supplier Code of Conduct, 2022 Proxy Statement
2-28 Membership associations		Introduction, Planet
2-29 Approach to stakeholder engagement		Introduction, Planet
2-30 Collective bargaining agreements		Approximately 34% of U.S. production employees are covered by CBAs.
GRI 3: Material Topics 2021		
3-1 Process to determine material topics		Introduction
3-2 List of material topics		Introduction
3-3 Management of material topics		Introduction, Food, Planet, People
GRI 201: Economic Performance 2016		
201-1 Direct economic value generated and distributed		Introduction, Food, People
201-2 Financial implications and other risks and opportunities due to climate change		Planet, CDP – Climate Change Disclosure
201-3 Defined benefit plan obligations and other retirement plans		2022 10-K
GRI 203: Indirect Economic Impacts 2016		
203-1 Infrastructure investments and services supported		Introduction, Food, Planet, People
203-2 Significant indirect economic impacts		Introduction, Food, Planet, People

Global Reporting Initiative index (cont.)

Disclosure	Location/comments	Disclosure	Location/comments
GRI 205: Anti-corruption 2016			
205-1 Operations assessed for risks related to corruption	People	305-3 Other indirect (Scope 3) GHG emissions	Planet, CDP — Climate Change Disclosure
205-2 Communication and training about anti-corruption policies and procedures	People	305-4 GHG emissions intensity	Planet, Appendix — Environmental Data Summary
GRI 301: Materials 2016			
301-2 Recycled input materials used	Planet	305-5 Reduction of GHG emissions	Planet
301-3 Reclaimed products and their packaging materials	Planet	305-6 Emissions of ozone-depleting substances (ODS)	Ozone-depleting substances (ODS) are most commonly used in small quantities for closed-loop refrigeration systems and occasional fumigation activities. ODS emissions are strictly regulated.
GRI 302: Energy 2016			
302-1 Energy consumption within the organization	Planet, Appendix — Environmental Data Summary	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air emissions primarily include particulate matter and organic compounds from ingredient handling, cooking and drying, as well as emissions associated with fuel combustion. Our production facilities are governed by applicable regulations as well as our compliance management program.
302-3 Energy intensity	Planet, Appendix — Environmental Data Summary		
302-4 Reduction of energy consumption	Planet		
GRI 303: Water and Effluents 2018			
303-1 Interactions with water as a shared resource	Water stewardship		
303-2 Management of water discharge-related impacts	Water stewardship		
303-3 Water withdrawal	CDP-Water Security disclosures		
303-5 Water consumption	Appendix-Environmental Data Summary, CDP-Water Security disclosure		
GRI 304: Biodiversity 2016			
304-2 Significant impacts of activities, products and services on biodiversity	Planet		
304-3 Habitats protected or restored	Planet		
GRI 305: Emissions 2016			
305-1 Direct (Scope 1) GHG emissions	Planet, Appendix — Environmental Data Summary	306-1 Waste generation and significant waste-related impacts	Planet
305-2 Energy indirect (Scope 2) GHG emissions	Planet, Appendix — Environmental Data Summary	306-2 Management of significant waste-related impacts	Planet
		306-3 Waste generated	Appendix — Environmental Data Summary
		306-4 Waste diverted from disposal	Planet
		306-5 Waste directed to disposal	Planet
GRI 308: Supplier Environmental Assessment 2016			
		308-1 New suppliers that were screened using environmental criteria	Supplier Code of Conduct

Global Reporting Initiative index (cont.)

Disclosure	Location/comments
GRI 401: Employment 2016	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	People
401-3 Parental leave	People
GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	People
403-2 Hazard identification, risk assessment, and incident investigation	People
403-3 Occupational health services	People
403-5 Worker training on occupational health and safety	People
403-6 Promotion of worker health	People
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People
403-8 Workers covered by an occupational health and safety management system	People
403-9 Work-related injuries	People
GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	People
404-2 Programs for upgrading employee skills and transition assistance programs	People
404-3 Percentage of employees receiving regular performance and career development reviews	People
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	People, 2022 Proxy Statement
GRI 407: Freedom of Association and Collective Bargaining 2016	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Planet
GRI 408: Child Labor 2016	
408-1 Operations and suppliers at significant risk for incidents of child labor	Planet
GRI 409: Forced or Compulsory Labor 2016	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Planet
GRI 413: Local Communities 2016	
413-1 Operations with local community engagement, impact assessments, and development programs	Planet
413-2 Operations with significant actual and potential negative impacts on local communities	People
GRI 414: Supplier Social Assessment 2016	
414-1 New suppliers that were screened using social criteria	Responsible sourcing, Supplier Code of Conduct
414-2 Negative social impacts in the supply chain and actions taken	Planet
GRI 415: Public Policy 2016	
415-1 Political contributions	Civic Involvement, Introduction
GRI 416: Customer Health and Safety 2016	
416-1 Assessment of the health and safety impacts of product and service categories	Food, People
416-2 Incidents of noncompliance concerning the health and safety impacts of products and services	Food
GRI 417: Marketing and Labeling 2016	
417-1 Requirements for product and service information and labeling	Food
417-2 Incidents of noncompliance concerning product and service information and labeling	Food

United Nations Global Compact Principles

Principle	Information in report
Human rights Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.	Ethics and compliance Human rights Supplier Code of Conduct Ethics and compliance Human rights
Labor Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labor; Principle 5: the effective abolition of child labor; and Principle 6: the elimination of discrimination in respect to employment and occupation.	Human rights Supplier Code of Conduct Human rights Supplier Code of Conduct Human rights Supplier Code of Conduct Ethics and compliance Diversity, inclusion and belonging Supplier Code of Conduct
Environment Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Climate change Regenerative agriculture Water stewardship Climate change Regenerative agriculture Responsible sourcing Sustainable operations Water stewardship Climate change Regenerative agriculture Sustainable operations
Anti-corruption Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	Supplier Code of Conduct Employee Code of Conduct

Task Force on Climate-related Financial Disclosures (TCFD) index			
Pillar	Recommended disclosures	Related content	Reference
Governance Disclose the organization's governance around climate-related risks and opportunities	a) Describe the board's oversight of climate-related risks and opportunities	2022 CDP Climate Change Report 2022 Proxy Report 2023 Global Responsibility Report	C1.1a, C1.1b Pages 30-31 Page 29
	b) Describe management's role in assessing and managing climate-related risks and opportunities	2022 CDP Climate Change Report	C1.1b, C1.2, C1.2a
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	2022 CDP Climate Change Report	C2.3, C2.4
	b) Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning	2022 CDP Climate Change Report	C2.3, C2.4
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	2022 CDP Climate Change Report	C3.1, C3.2
Risk management Disclose how the organization identifies, assesses, and manages climate-related risks	a) Describe the organization's processes for identifying and assessing climate-related risks	2022 CDP Climate Change Report	C2.1, C2.2
	b) Describe the organization's processes for managing climate-related risks	2022 CDP Climate Change Report 2023 Global Responsibility Report	C2.1, C2.2 Pages 31-34
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	2022 CDP Climate Change Report	C2.1, C2.2
Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	2022 CDP Climate Change Report	C6
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	2022 CDP Climate Change Report 2023 Global Responsibility Report	C6 Page 76
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	2022 CDP Climate Change Report 2023 Global Responsibility Report	C4.1, C4.2 Page 31

Sustainability Accounting Standards Board reference table

The Sustainability Accounting Standards Board (SASB) is an independent standards-setting organization that promotes disclosure of material sustainability information to meet investor needs. This table references the Standard for the Processed Foods industry as defined by SASB's Sustainable Industry Classification System (SICS) and identifies how General Mills addresses each topic. Note that some responses may not be fully aligned with SASB's definition, but represent the content most closely aligned with that indicator.

Topic	SASB indicator code	General Mills response
Energy Management	FB-PF-130a.1	Total energy usage in FY22 for our owned production facilities was 9,672,000 gigajoules (GJ); 87% renewable electricity sourced for our global operations. See Environmental data summary for details.
Water Management	FB-PF-140a.1	Total water consumption in FY22 in our owned production facilities was 11,712,000 cubic meters. Approximately 6% of our water withdrawals are from water-stressed areas. See CDP Water for details.
	FB-PF-140a.2	No incidents related to water quality and/or quality permits, standards or regulations in FY22.
	FB-PF-140a.3	Water issues are local, so we take a risk-based approach to address risks in priority watersheds across our global supply chain. Our goal is to champion the regeneration of water resources in priority watersheds. See Water stewardship and CDP Water for details.
Food Safety	FB-PF-250a.1	100% of General Mills owned production facilities were Global Food Safety Initiative (GFSI) certified in FY22; there were zero critical nonconformances.
	FB-PF-250a.2	95% of our global co-production sites, 76% of our global ingredient suppliers and 90% of our North American ingredient vendor sites were GFSI certified in FY22.
	FB-PF-250a.3	No food safety violations were received in FY22.
	FB-PF-250a.4	We conducted 5 very small voluntary product recalls globally in FY22.
Health and Nutrition	FB-PF-260a.1	In FY22, 40% of General Mills' global volume met our Nutrition-Forward criteria.
	FB-PF-260a.2	In FY19, we launched a new global health reporting system focused on Nutrition-Forward Foods that leverages established, transparent nutrition criteria grounded in regulations and dietary guidance and measures across our global portfolio. See Nutrition for details.
Product Labeling and Marketing	FB-PF-270a.2	We disclose the presence of bioengineered ingredients (GMOs) on our U.S. packages under the National Bioengineered Food Disclosure Standard for FDA and USDA regulated products. All our applicable product labels are in compliance with the standard. We have also voluntarily labeled all products that contain highly refined bioengineered ingredients.
	FB-PF-270a.3	General Mills fully complies with all requirements of CFBIAI and locally applicable programs. We are not aware of any instance of noncompliance by General Mills in the past several years, and CFBIAI has confirmed this in its reports.
Packaging Lifecycle Management	FB-PF-410a.1	In FY22, 92% of the packaging in our North America Retail and Foodservice operating segments was recyclable (by weight).
	FB-PF-410a.2	We continually work to reduce the environmental impact of packaging by increasing use of recycled and recyclable materials, innovating to make our materials better, and leading through external collaboration. See Packaging for details.
Environmental and Social Impacts of Ingredient Supply Chain	FB-PF-430a.1	In FY20, we achieved our goal to sustainably source our 10 priority ingredients (representing approximately 40% of our annual raw material purchases).
	FB-PF-430a.2	We use responsible sourcing audits for our own operations, our co-packers and our suppliers. In FY22, 337 sites were audited in 40 countries. See Responsible sourcing for additional details.
Ingredient Sourcing	FB-PF-440a.1	Our footprint consists of approximately 60 key ingredient and manufacturing watersheds that are the most critical for operations. Of those, 10 are prioritized as high risk. See Water stewardship and CDP Water for details.
	FB-PF-440a.2	In FY20, we achieved our goal to sustainably source 10 priority ingredients: cocoa, vanilla, oats, U.S. sugar beets, U.S. wheat, U.S. corn (dry milled), U.S. dairy (raw fluid milk), fiber packaging, sugarcane and palm oil. We have now shifted our focus to programs that regenerate the planet and create positive outcomes for people. See Planet for details.