

People



At Cargill, our actions are driven by our values. We are focused on the safety, well-being, human rights, and prosperity of our 160,000+ employees around the world, the farmers we partner with, and the people who work and live in the communities where we do business.

26.9 million

people have gained improved nutrition and economic livelihoods through Hatching Hope since 2018

7.2 million

farmer trainings delivered since 2017

Our approach

We recognize the vital role so many people play in nourishing our world. We focus our efforts on five key areas: health and safety; diversity, equity, and inclusion; training and development; human rights; and farmer livelihoods. As the global landscape continues to change, we consistently evaluate and evolve our programs and policies to respond to the changing needs and expectations of our stakeholders.

Our work contributes to the following SDGs:



Health and safety

Our safety and quality programs are centered around keeping people safe in our operations and supply chains, focusing on employee well-being, ensuring animal welfare, and delivering quality products that are safe to use or consume.

Keeping our people safe

Ensuring everyone who works at Cargill returns home safely every day is our highest priority.

Our Environment, Health, and Safety (EHS) team sets our global health and safety policy, which complies with all relevant occupational health and safety requirements. Our executive team, as well as business leaders across the company, are held accountable to key safety performance indicators, which are reviewed monthly and quarterly at various levels within our business.

Because the nature of our global operations presents certain risks, our workplace health and safety policy and priorities are centered around deeply understanding the critical work and associated risks our teams encounter every day, and then diligently working to eliminate those risks or put in place the strongest controls to ensure the work can be done safely. To identify risks and controls that can help prevent incidents and injuries, we encourage our people — whether employees or contractors — to ask questions and take steps to reevaluate situations or act when appropriate.

Our **foundational programs** like Focus on LIFE (Life-altering Injury & Fatality Elimination Program), LIFEsavers, and HOP (Human and Organizational Performance) support our ongoing efforts to

Reportable Injury Frequency Rate (RIFR)

Improving our reportable injury rate is a multifaceted approach that involves leadership commitment, employee engagement, effective risk management, continuous training, and the use of technology. By fostering a strong safety culture of zero harm and continuously refining our safety practices, we create a safer work environment and focus on achieving significant reductions in workplace injuries.

In fiscal year 2024, our company-wide RIFR¹ was 1.35.

¹ RIFR: As defined by the U.S. Occupational Safety and Health Administration, the Reportable Injury Frequency Rate measures total recordable injuries per 200,000 hours worked. This metric at Cargill includes all injuries, not just those that result in lost workdays.

eliminate serious injuries and fatalities. In addition, we have launched a global program, which uses data and the experiences of our people to identify their most critical work — and then build plans to eliminate risks associated with that critical work. In cases where risks can't be eliminated, teams focus on implementing proper controls to ensure that work can be done safely.



Global

Reducing risks for mobile-powered equipment around the world

Across all businesses and all geographies, teams are concentrating efforts to reduce risks associated with the operation of mobile-powered equipment (MPE), which is one of Cargill's **12 LIFEsavers**. Guided by our global programs and rigorous policies and procedures, we are focused on separating people from MPE traffic. Across hundreds of production facilities and warehouses, from Türkiye to Brazil to the U.S. to Côte d'Ivoire, teams have rerouted traffic patterns, put physical barriers in place, and implemented technology such as wearable devices and warning lights that tell workers when MPE is present. These types of actions and controls are critical to help keep our people out of harm's way.

Advancing food safety and quality

Delivering products that are safe to eat and use is fundamental to our values at Cargill and to customer and consumer trust. We take a comprehensive, science- and risk-based approach to food safety in our policies, operations, and supply chains.

Food safety is a value shared by our customers, competitors, farmers, industry associations, and others in the food system. We work collaboratively with partners to advance food safety across industries and share our innovations and best practices. Additionally, we strive to advance our focus on digital and analytics, putting systems in place that simplify the process of managing customer complaints and regulatory compliance, and creating opportunities to become more preventative and predictive in our approach to producing safe, quality products every time.



Protecting the welfare of animals

Our approach to animal welfare includes working to help ensure livestock, and farm and research animals, are treated with dignity and respect. This is critically important as the global population and demand for nutritious, affordable, and high-quality protein increase.

Cargill takes pride in our role as an industry leader for animal welfare, an outcome from our strict guidelines and a zero-tolerance policy on animal abuse among our employees as well as our suppliers, transporters, and others within our supply chain. Learn more in our [Animal Welfare Index](#).

We work with a variety of stakeholders — including farmers and ranchers, customers, NGOs, academics, scientists, and veterinarians — to employ best practices. Our approach is based on the [Five Domains model](#), which promotes positive mental states through nutrition, physical environment, health, behavioral opportunities, and overall mental well-being. [Read more about animal welfare at Cargill](#).

Award

Cargill recognized for [Significant Achievement in Food Safety](#) with two recognitions at Confederation of Indian Industry (CII) Food Safety Awards 2023



Focusing on employee well-being

Cargill works to provide equitable, flexible, and inclusive benefits that meet the diverse and evolving needs of our employees. This includes a wide variety of programs to help employees care for themselves and their loved ones, face unexpected challenges, and create long-term wellness. The company's well-being programs focus on the following four areas:



Mental well-being

Cargill offers free, confidential mental health programs for employees and their loved ones as well as training and resources to help identify and address employee mental health needs. Additionally, Cargill's Mental Health Ally Network is a group of global employees who volunteer to support their colleagues' mental health by connecting them to Cargill's resources and championing behaviors that decrease mental health stigmas in the workplace.



Physical well-being

Our range of programs helps employees and their families cover health needs and manage unexpected issues as they arise to support their health, now and into the future. For example, this year we introduced a menopause benefit, providing U.K. employees and their dependents confidential support like direct access to consultations with gynecologists, personalized care guidance, and a digital resource hub.



Financial well-being

Our company recognizes the importance of competitive and equitable compensation and benefits programs, which is why we continuously evaluate and adapt our offerings as our employees' needs evolve. In 2023, we introduced a new program that provides free access to services that helps U.S. employees take control of their student loan debt through reducing or accelerating payments, optimizing debt, and financial education.



Work/life well-being

We provide employees time to rest and recharge, flexibility to manage their day-to-day lives, and options to support their loved ones in the moments that matter most. For example, in the U.S. we offer employees family-building support and surrogacy and adoption assistance.

Diversity, equity, and inclusion

By increasing equitable access and opportunities across all aspects of our operations, we can have an extraordinary impact. That’s why we embed diversity, equity, and inclusion (DEI) practices across our global network of employees, as well as across our supply chain, including farmers, ranchers, and agricultural communities.

Our holistic approach centers around three key areas — the workforce, the workplace, and the marketplace — and we hold ourselves accountable by monitoring key metrics to measure our progress and impact. [Learn more about DEI at Cargill.](#)

Building an inclusive workplace

We create an inclusive workplace that aims to ensure every employee feels safe, respected, and heard. This sense of belonging helps unleash innovation and create impact for our customers and communities.

At Cargill, fostering inclusion is a behavior we actively highlight and celebrate during our annual Global Day of Inclusion. In 2023 we hosted our third Global Day of Inclusion, where over 10,000 employees engaged in regional and worksite-specific activations. This day serves as a key moment to amplify our values and strengthen our shared commitment to inclusion across the organization.

“Diversity, equity, and inclusion is intrinsically linked to our values and directly tied to our aspiration of being a high-performing team and company.”

Stephanie Lundquist
Chief Human Resources Officer
Cargill



Employee engagement survey results

88%

of employees have positive levels of engagement

Fortune 100 average is 81%¹

81%

of employees agree that we are creating an inclusive workplace

Fortune 100 average is 76%¹

¹ Fortune 100 comparisons reflect the results of the 26 Fortune 100 companies that are part of Perceptyx’s client base. Perceptyx is the third-party vendor that manages Cargill’s employee engagement survey.

Creating a more representative workforce

We build a diverse workforce by proactively recruiting, hiring, retaining, and developing underrepresented populations.

In 2023, more than 150 employees across Europe, Latin America, and North America participated in BRIDGE, Cargill's professional development and personal growth network for women. The program has served more than 550 women since its creation in 2005. Participants report that the BRIDGE experience has had a meaningful impact on their development through creating a lasting network and connecting with inspirational leaders.

We're also working to advance parity in our facilities. For women colleagues around the world, that means mentorship, more inclusive facilities (such as lactation rooms), and career progression.

In fiscal year 2024, Cargill's eight global Business Resource Groups (BRGs) engaged thousands of employees across 85+ chapters worldwide. Open to all employees, these groups fostered a diverse, equitable, and inclusive workplace through cultural events, special projects, and community outreach programs.

THRIVE Program

The Cargill University *thrive* Program's objective is to create development, leadership, and scholarship opportunities for women and historically underserved students in the U.S. Key achievements include:

- Awarded 760 scholarships to date, totaling almost \$3 million over three years of the program
- Built foundational partnerships with two Historically Black Colleges and Universities (HBCUs) at Alcorn State University and Tuskegee University
- Graduated 23 THRIVE scholars at Alcorn with an 83% placement rate in either a corporate role or continuing with their education in graduate school
- Funded seven new university Minorities in Agriculture, Natural Resources, and Related Sciences (MANRRS) chapters along with 30 Junior MANRRS chapters
- Contributed to 33% U.S. minority hires in our University Intern and Associate roles, our highest percentage to date
- Aim to distribute 570 scholarships among our partners over the next three years of THRIVE



Increasing inclusion

Cargill Brazil's Anti-Racism Project is dedicated to raising awareness of and combating racism, as well as cultivating more diverse leadership.

Along with an extensive and continuous learning and educational agenda offered to all employees in Brazil, Cargill has implemented local programming to attract and develop Black/Afro-Brazilian talent to support their careers and create positive change. For example, our development program, which is designed to develop future Black leaders at Cargill, includes English classes, workshops, and subsidies for education incentives.

Cargill Brazil is also an active signatory and partner of the **MOVER Initiative**, a group that currently comprises over 50 large companies that collaborate to accelerate racial inclusion in the labor market. The organization's goal is to create roles for 10,000 Black leaders by 2030, and generate impact to 3 million black professionals with courses, training, and business opportunities for Black entrepreneurs.



Growing supplier diversity

Our dedication to access and equity extends to our global marketplace. Our company has developed a pool of diverse suppliers and we continue to work to enhance our relationships with them — unlocking opportunities for organic growth while connecting them with mentors, capital, and technology. For example, in partnership with the National Minority Supplier Development Council (NMSDC), we've expanded the Acres program, which trains and certifies Black farmers and ranchers as diverse suppliers to increase incomes and access to new markets. To date, 38 farmers have completed the program.

Globally, we are expanding supplier diversity with a focus on women's empowerment — and supporting community partners and NGOs to do the same. In addition, we are working alongside our customers to create more equitable and inclusive partnerships with producers and agricultural communities.



Global

CosaWove WorkWear: Created by women, for all

CosaWove Workwear (formerly HiViz) is a woman-owned supplier that provides gender-inclusive uniform options for Cargill. This helps make our workplaces safer and more inclusive to everyone. By the end of 2023, nearly all our sites globally had transitioned to these gender-inclusive uniforms.

91.4%

of Cargill facilities have
gender-inclusive uniform options



Employee training and development

Cargill invests in our people so they can advance their careers and achieve their full potential. When our employees grow their capabilities, our business is stronger and we can better serve our customers.

This year, we launched five new cohort-based leadership programs, and we continue to make high-quality learning resources available to 100% of our professional workforce. We do this through comprehensive digital learning platforms, which enable our employees to customize their personal knowledge journey at their own pace. These trainings cover a broad range of topics, including leadership development, unconscious bias, and commercial, digital, and data skill-building.



Awards and recognition

Top Global Champion for Global
Supplier Diversity and Inclusion — Gold
Level 2024 by WeConnect International

Ascend Anchor Corporation of the
Year by the Metropolitan Economic
Development Association

**SPOTLIGHT**

Powered by Plants

Our Powered by Plants program is striving to improve the work experience for tens of thousands of global plant employees. With an emphasis on creating solutions together, we are focused on what our teams value most — from flexible work to leadership development — so we can improve their experience, strengthen our plant culture, and increase our ability to nourish the world.

As part of Powered by Plants, we have invested in leadership development for the people who coach and guide this important segment of our workforce. In fiscal year 2024, we trained more than 2,800 plant leaders who are responsible for about 40,000 plant employees, underscoring their central role in shaping the experience of our frontline teams. We have also launched “My Career Pathways” — an easy-to-use tool that gives employees visibility into career paths and the experiences and skills needed to be prepared for new roles.



2,800+

leaders trained across businesses globally in North America¹

120+

facilitators across 19 countries provided training in ten languages

98%

of participants said they will recommend the program

“This was an amazing and effective session for plant leaders to grow their knowledge, and it will help in my career.”

Powered by Plants participant

¹ Fiscal year 2024 to date.

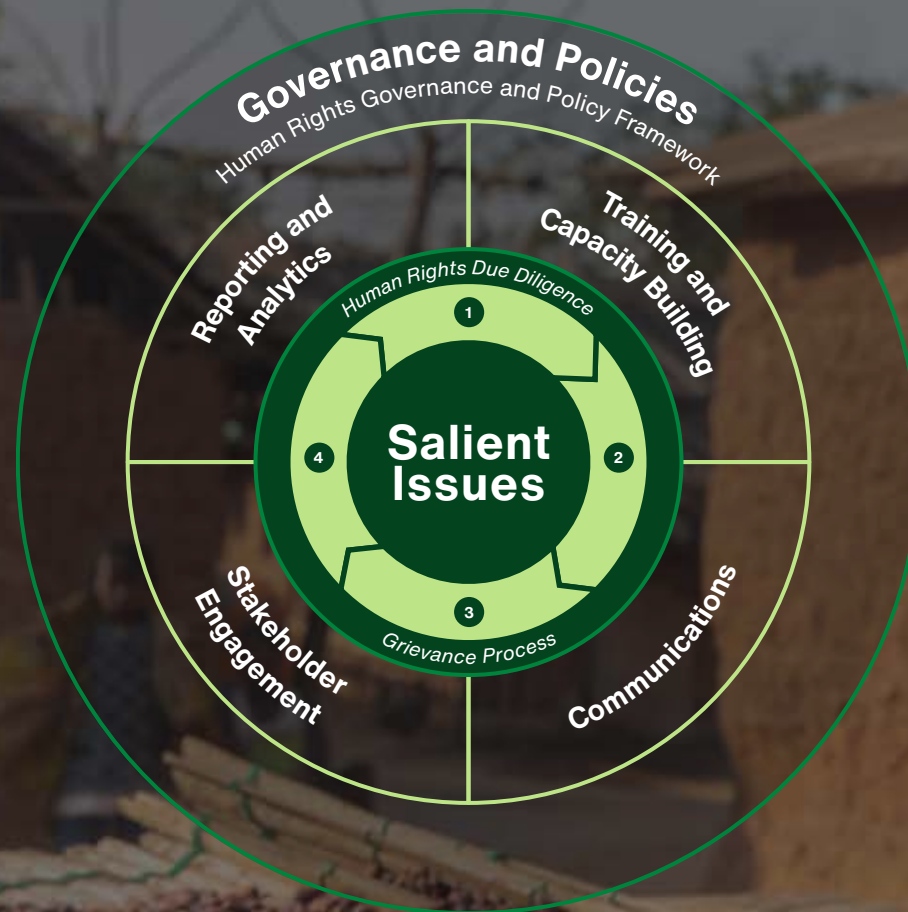
Human rights

Human rights are fundamental at Cargill, and we strive to protect the human rights of Cargill employees and those whose lives and livelihoods we touch. This is driven by our values and our culture that puts people first, champions action, and embraces our responsibility to protect people and the planet.

Cargill complies with local laws and respects internationally recognized human rights throughout our operations, supply chains, and the communities where we do business. We take guidance from international standards and declarations, including the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the International Labor Organization Fundamental Principles and Rights at Work. We are also a signatory of the United Nations Global Compact, which champions the promotion of human rights.

We prioritize our actions in the areas with the greatest risk to people in our operations and supply chains, seek to identify and address negative impacts where they occur, and remediate those we have caused or to which we have contributed. We also seek to focus on areas where we can have the greatest positive impact, using our influence to affect change.

Cargill's **Corporate Due Diligence Policy** outlines our process for identifying and managing human rights and environmental risks.



1

Identify and Assess

Identify potential and actual adverse impacts and assess risk

2

Act

Implement time-bound action plans when adverse impacts occur

3

Track

Measure results and track implementation

4

Report

Communicate on impact and results of action plans

Salient human rights issues

Forced labor

Child labor

Land rights

Fair wages and working hours

Worker voice

Health and safety

Equity and women's empowerment

Read Cargill's [Human Rights Policy](#).

Farmer livelihoods

Farmers are at the center of our global food system. Cargill succeeds when farmers do; they are at the heart of our business and sustainability goals.

We partner with farmers so that their businesses and communities can thrive while protecting the environment and assuring a sustainable supply chain that delivers value to our customers. To do this, we prioritize three areas: profitability of the farm, inclusion in the supply chain, and resilience of the farm.

Our strategy is focused on



Profitability of the farm

We work with farmers to increase their productivity and sales, make farms more efficient, expand access to finance, and better manage risk.



Inclusion in the supply chain

We support land rights and tenure and help to create opportunities for women and other underrepresented groups.



Resilience of the farm

We help farmers build long-term resilience to climate change and other shocks and stresses through the adoption of regenerative agriculture practices and improved animal health and welfare.



Our Goal: To provide training on sustainable agricultural practices and improve access to markets for 10 million farmers by 2030.

10 million farmer trainings

7.2 million trainings delivered¹



2030 goal



¹ Total trainings delivered since goal was set in 2017.

Increasing farm profitability

With the right opportunities, farmers and their communities will thrive. To increase these opportunities, we work with farmers to diversify and grow their incomes, improve productivity and resilience while protecting the environment, and expand their access to finance and markets to unlock their full potential.



India | Kenya | Rwanda
Burundi | Southern Africa

Hatching Hope: Engaging partners and expanding reach

Hatching Hope was created to connect farmers, markets, and consumers. The goal is to improve nutrition and economic livelihoods by reaching 100 million people by 2030 through the production, promotion, and consumption of poultry.

Cargill's best-in-class expertise in animal health and deep knowledge in poultry, combined with Heifer International, TechnoServe, and numerous NGOs in rural communities, yields a partnership with both a strong global footprint and on-the-ground presence.

Co-founded with Heifer International when it launched in 2018, Hatching Hope focused its efforts on under-resourced small- and mid-sized farmers in India, Kenya, and Mexico. Helping farmers increase their income and communities consume more protein was only a starting point. Now, Hatching Hope is focused on growth.

In 2024, Hatching Hope expanded its reach in India, Kenya, Rwanda, Burundi, and Southern Africa.



Program impacts

- Reached 26.9 million people to date through the production, promotion, and consumption of poultry
- Expanded Hatching Hope's reach in East Africa with One Acre Fund to provide 500 entrepreneurs with business and market support, and ultimately enable 20,000 rural farming households — encompassing 100,000 total beneficiaries — access to high-quality poultry across Kenya, Rwanda, and Burundi
- Supported the Southern Africa Poultry Initiative, part of the Food Action Alliance of the World Economic Forum, which aims to grow a competitive poultry industry in Southern Africa and contribute to the delivery of social, nutritional, economic, and environmental outcomes for producers and consumers
- Launched a public information campaign with co-founding partner Heifer International in India to reach consumers and communities with important messages about the power of poultry

Supporting opportunity and inclusion in the supply chain

We believe more equitable supply chains are stronger supply chains. Building more inclusive supply chains requires access to opportunity and education. That's why we support the longevity of farmers through secure tenure rights to land, enabling them to invest long-term. Additionally, we proactively look for ways to create opportunities for women, young adults, and other underrepresented groups, working with farmers to make the future of food more equitable.



Growing resilience of the farm

We want farms and rural communities to prosper today and tomorrow. At Cargill, we focus our efforts in areas that support financing farmers' goals and business objectives, as well as programs that can maximize potential impact by delivering benefits across multiple priorities, such as climate action, sustainable land use, and diversity, equity, and inclusion in our supply chains.



Kenya | India | Vietnam

TRANSFORM: Coming together to address global health challenges

The health of animals affects more than just our food supply. Most emerging infectious diseases are zoonotic, meaning transmitted from animals to humans, and they cause approximately 2.7 million deaths and 2.5 billion illnesses each year. Meanwhile, antimicrobial resistance threatens our ability to effectively treat diseases in both animals and humans.

Through TRANSFORM, a United States Agency for International Development (USAID)-funded project and critical part of the U.S. government's Global Health Security Program, Cargill is working to reduce the global risk and impact of emerging infectious disease threats by preventing avoidable outbreaks through improved animal production practices. As the leader of a private sector-led consortium that includes Heifer International and the International Poultry Council, Cargill works with farmers in Kenya, India, and Vietnam to implement biosecurity and farm management practices that improve animal health.

89,000+

farmers trained over the past year on practices that improve animal health and increase farm productivity

84%

of the farmers who received training adopted new practices



SPOTLIGHT

Agri-Sagana: Producing corn sustainably in the Philippines

The Agri-Sagana Project is a Cargill initiative in partnership with the NGO ASSIST and the local governments of the Cagayan, Isabela, and Quirino provinces in the Philippines. The project's goal is to improve the corn agricultural value chain through interventions related to managing land after harvest and integrating farmers into the Cargill supply chain. The project aims to support over 15,000 corn farmers in the country. As of 2023, Agri-Sagana has successfully enlisted eight cooperatives and associations.

Corn is the second most important crop in the Philippines, with white corn serving as a staple to 14 million Filipinos and yellow corn accounting for about 50% of livestock mixed feeds. Approximately 600,000 farm households depend on corn production as a major source of income, and its significance extends to transport services, traders, processors, and agricultural input suppliers who directly benefit from corn production, processing, marketing, and distribution.

15,000

corn farmers the project aims to support

6,500

corn farmers benefited by opening up market access and better prices

