



People

Agriculture is powered by people. We work alongside our employees, farmers, customers, and communities to improve livelihoods and build a more equitable, inclusive, and resilient food system—one that feeds the world while providing income and opportunities for the people who make it all possible.

Our approach

We're bringing together diverse people, ideas, and resources to fulfill our purpose of nourishing the world in a safe, responsible, and sustainable way. And providing a safe, equitable, and fair workplace—in which our employees can grow their careers—is a critical component of that commitment.

One of our **Guiding Principles** is to treat people with dignity and respect. It's an obligation we take seriously, not only with our employees, but also in how we work with suppliers, customers, governments, partners, and other community stakeholders.

We focus our People efforts on five critical areas:



Health and safety

We are committed to protecting our people and the animals in our supply chains, as well as ensuring our food products meet rigorous safety and quality standards.

Farmer livelihoods

We actively support farmers, ranchers, and producers to increase productivity and profitability and improve their livelihoods and resilience.

Human rights

We believe human rights are fundamental. We are committed to respecting the human rights of all Cargill employees and all those whose lives and livelihoods we touch.

Diversity, equity, and inclusion

We are developing a diverse workforce and driving a culture of inclusion and belonging within Cargill and the communities we serve.

Training and development

We encourage all employees to further their careers through professional development and we offer them the tools and opportunities to do so.

Health and safety

We are constantly pushing to enhance programs and policies that create safer working environments for our people and help ensure the integrity of our products, every time.

Workplace safety

Our approach

Our goal, above all others, is to send everyone who works at Cargill home safely, every day. Cargill's global health and safety policy and management systems are focused on compliance with all applicable occupational health and safety requirements, and an insistence that all work—no matter how urgent—be done safely. This commitment to safety starts with Cargill's executive team and is deeply embedded in Cargill's culture.

Our operating businesses, in close partnership with the corporate Environment, Health and Safety (EHS) function and Business Operations and Supply Chain leadership, are responsible for the implementation of an aligned EHS strategy and set of policies and procedures. We are currently embarking on the next phase of our Serious Injury and Fatality (SIF) Elimination Program. This involves an intense, company-wide focus on making improvements in work methods and the implementation of advanced technologies to address the greatest risks in our operations and across our supply chains.

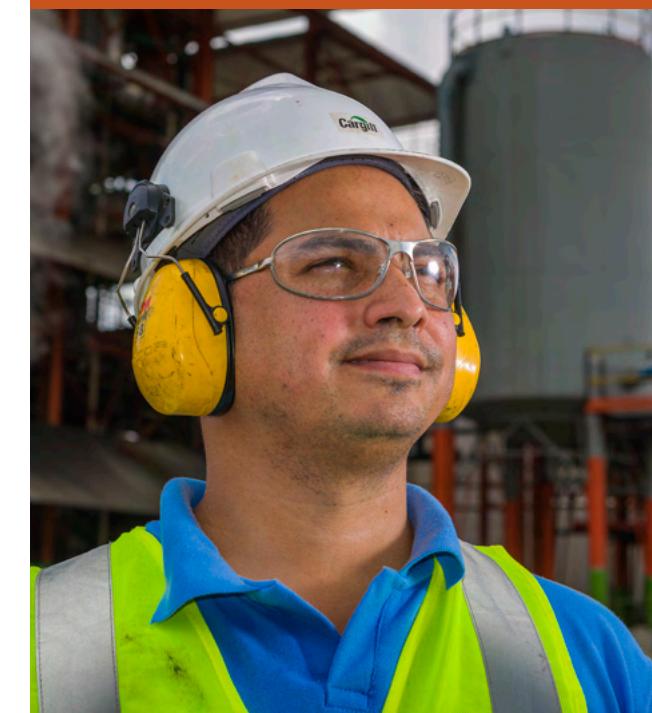
Performance against our total injury reduction efforts, as measured by our reportable injury frequency rate, remains steady compared to previous fiscal years. Cargill's executive team, as well as business leaders across the company, are held accountable against this and a select set of key safety performance indicators. With a focus on trends over time, this set of key performance indicators is reviewed monthly and quarterly at the corporate level and at various levels within our businesses to gauge performance and identify opportunities for improvement.

1.1 Reportable Injury Frequency Rate (RIFR)¹⁶

While our traditional lagging metrics are critical and tell us how effective our health and safety programs are, we have also introduced a series of "leading" metrics designed to help us see risks and take corrective, preventative actions before something bad happens. One of these leading metrics is our SIF-potential observation rate, which measures the frequency at which potential risks are reported and how well we protect against those risks. Our stop work authority program, known as SEE/SAY/STOP, feeds the SIF-potential observation rate and employees are embracing this opportunity to help make Cargill a safer company.

Putting safety in our people's hands

More than 30,000 employees and contractors have downloaded the LIFEsavers Field Guide to their smartphones (LIFE stands for Life-altering Injury and Fatality Elimination). The free app puts critical safety information in the hands of people who perform the 12 highest-risk work activities. By providing easy access to necessary safety requirements, the LIFEsavers Field Guide is helping to make Cargill safer and prevent serious injuries and fatalities.



¹⁶ 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 to both employees and contractors, not just those that result in lost workdays.



Taking people out of harm's way

As part of our commitment to eliminate hazards in the workplace that can lead to serious injuries or fatalities, we are making changes to drastically reduce the number of confined-space entries. These changes include using drones to conduct inspections, vertical drilling equipment to dislodge blocked materials, and adjusting product specifications to prevent moisture that can cause product blockages.

Setting safety standards aboard ships

Cargill is a longtime shareholder in RightShip, a maritime organization that focuses on safety, sustainability, and socially responsible practices across the supply chain.

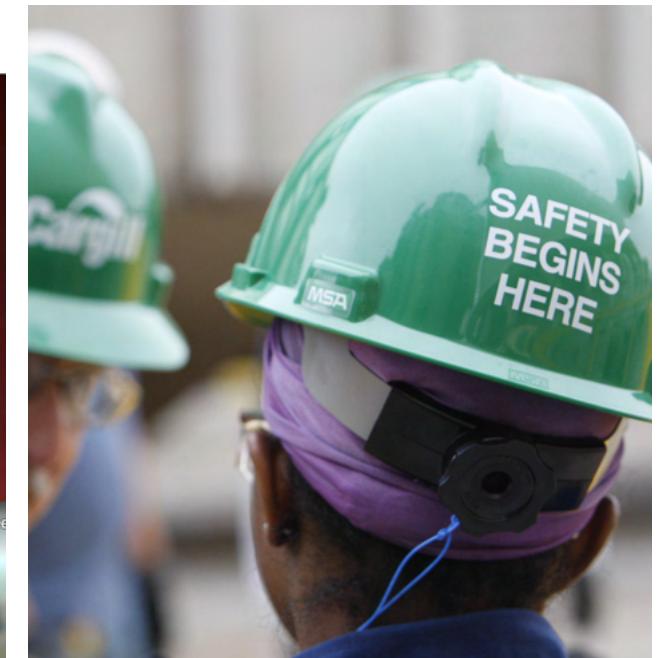
We are leading efforts with the RightShip coalition to advocate more broadly for policies that protect seafarers' physical and mental wellbeing. These and other priorities are consistent with our support of standards set by the [Global Maritime Forum](#)².



Driving towards safer modes of transportation in Indonesia

In Indonesia, about half of the more than 275 million residents own motorcycles, making it one of the most popular forms of transportation for the roughly 17,000 employees in our Cargill Tropical Palm business. But, as Indonesia is second in the world in motorcycle deaths, the business identified on-the-job motorcycle travel as a risk exposure for our employees. To make our workplace safer, Cargill's leadership team decided to eliminate the use of motorcycles and other two-wheeled vehicles by modifying work processes and investing in alternative forms of transportation, such as cars, buses, and light trucks.

Since instituting this policy change in 2017, there have been ZERO on-the-job motorcycle traffic incidents involving Cargill Tropical Palm employees.



Promoting employee wellness

From physical health to emotional well-being to building a financial future, Cargill is committed to putting people first through our focus on employee wellness. We offer a wide variety of flexible and inclusive programs to help employees take care of what's needed for today and offer protection to help with tomorrow's what-ifs. Our employee wellness programs are focused on the following four areas:

- **Health well-being:** We have the basic benefits covered through flexible, comprehensive coverage options, and we've got programs that go above and beyond to meet additional needs.
- **Psychological well-being:** We believe mental health is just as important as physical health. We provide free, confidential mental health programs for all employees, leadership training and resources to help identify and address employee mental health issues, and support ongoing efforts across Cargill to destigmatize mental health.
- **Financial well-being:** We offer several ways to help employees save for their future in addition to offering insurance coverage options to help them financially prepare for life's more serious situations.
- **Work/Life well-being:** We provide time-off options so that employees can rest and recharge as well as programs that provide time away from work so that employees can focus on the people and moments that matter most.

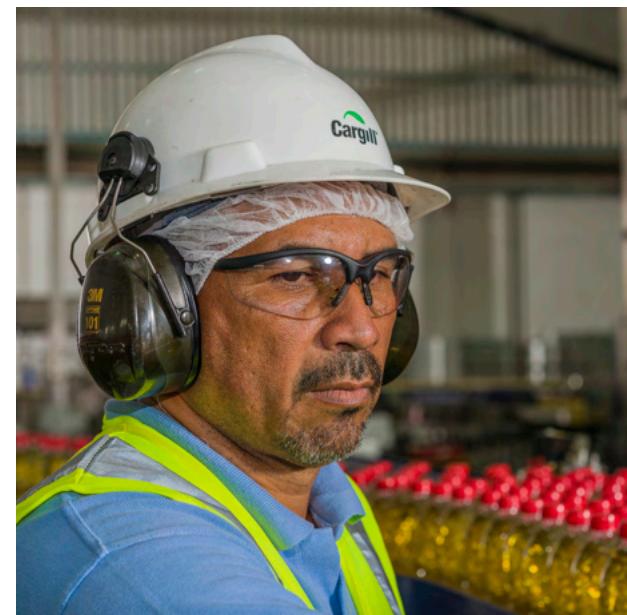


Product and food safety

Our approach

Every consumer deserves safe food. That can only be achieved by protecting people and animals from illness or injury, at every step in the process. Cargill takes a comprehensive, science-, and risk-based approach to food safety in our policies, operations, and supply chains. We monitor all facilities continually, and we act swiftly to address any food safety issue.

We also strive to be an industry leader in establishing standards and policies that improve the resiliency of the overall supply chain, and build trust with customers and consumers. One of the ways we do this is through our active involvement in the Global Food Safety Initiative. Through this organization and others, like the Institute of Food Technologists, we share our innovations and best practices so that all stakeholders throughout the food industry, including consumers, may benefit from them.



Big data and customer solutions

Cargill continuously strives to develop innovative solutions that help customers meet and exceed their product safety, quality, and ever-changing regulatory compliance requirements and expectations. One of the ways we are leading in this area is by harnessing the vast amounts of data at our disposal and translating it into insightful information.

Using a new digital tool, we are including a more comprehensive risk modeling approach to food safety-related data with input initially from six sources: food safety risk assessment information, shelf-life and customer-application information, regulatory requirements and changes, pricing/trading fluctuations, recall and regulatory horizon scanning, and political/socio-economic insights.

This new program and approach are being designed to expand on the risks we currently monitor for in the markets we serve, and to make our already strong food/product safety system even better. We expect this evolution will allow Cargill to better anticipate, prepare for, and prevent compliance-related incidents that, in the past, have not risen to high-risk status, and enable more effective supplier management.

“When it comes to making products and food that can be consumed safely—every time—by people and animals, we have to get it right the first time. That’s why we take this responsibility so seriously, and why we share our expertise with others to make the entire global food system safer, more resilient, and more reliable—for everyone.”

Sean Leighton

Global VP of Food Safety, Quality, and Regulatory and President-Elect for the Institute of Food Technologists, Cargill

Animal welfare

As we deliver sustainable feed and food around the world, we embrace our responsibility to ensure animals are treated with respect and dignity through proper care and handling practices. This always-critical requirement will become even more urgent as the demand for nutritious, affordable, and high-quality protein to feed a growing population increases.

An important way we assess our performance is through the Business Benchmark on Farm Animal Welfare (BBFAW), a leading global measure of farm animal welfare management. We have disclosed our responses to the 2021 BBFAW Survey [on our website](#) , and were ranked near the top of 150 companies in BBFAW's annual report (Tier 2 out of six tiers total).

We have a zero-tolerance policy regarding abusive behavior directed at animals by employees, suppliers, transporters, or others in our supply chains. This and related philosophies stem from our adherence to the Five Freedoms, which is a globally recognized framework for animal welfare:

- **Freedom from hunger and thirst**
- **Freedom from discomfort**
- **Freedom from pain, injury, or disease**
- **Freedom to express normal behavior**
- **Freedom from fear and distress**

We continuously explore how we can evolve and improve our approach to animal welfare. In the case of our global commitments, we are currently working with others in the industry to advance our framework to the [Five Domains](#) —nutrition, health, environment, behavior, and mental state—a more comprehensive set of criteria that goes beyond the Five Freedoms to take into consideration how environments impact an animal's mental state.



Farmer livelihoods

Our approach

Partnering with farmers to build a sustainable future has never been more important—farmers are some of the most advanced problem-solvers on the planet. Working together, we are increasing productivity through new and improved agricultural practices, providing access to inputs, markets, and finance, and increasing on- and off-farm income diversification. In doing so, we are helping to build more resilient farming businesses and agricultural communities.

Our goal:

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



Supporting cocoa farmers to achieve a living income

The entire cocoa and chocolate industry depends on the success of cocoa farmers, who are exposed to a variety of external variables that make it hard to achieve a living income. Strengthening the socio-economic resilience of smallholder farmers is crucial for farm households to thrive.

As part of our [Cargill Cocoa Promise](#) program, we use our Farm Economic Model to understand how cocoa households earn a living. This model estimates livelihoods at a household level by taking account of multiple interrelated factors, such as household size, annual yields, price, and input costs. It also includes alternative income-generating activities, such as on-farm income from, for example, non-cocoa crops or livestock, and off-farm revenue streams. To date, we have rolled out the model in Côte d'Ivoire and Ghana to better focus our work on the areas that matter most to farmer profitability. We are planning to adapt the model to our other sourcing countries as well to provide similar insights on livelihoods. In addition, we are piloting several different cash transfer and entrepreneurship models.



For example, we partner with Nestlé on their [Income Accelerator Program](#) through which direct cash transfers are provided to farming households in Côte d'Ivoire to reward practices that increase crop productivity, income diversification, and improve social and environmental outcomes, such as enrolling children in school and implementing agroforestry practices. These cash transfers provide additional sources of income and are equally divided between the male and female head of household to ensure gender equity.

In 2021, the total number of cocoa farmers in our direct supply chain benefitting from training in good agricultural practices (GAPs) grew from more than 210,000 in 2020, to more than 244,000, globally.

“We were keen to partner with Cargill with their long history of working with us in Nestlé Cocoa Plan. The Income Accelerator focuses on social impact through closing the gap to living income, and has several facets with both enabling change and incentivizing it. We were confident that Cargill could manage this complexity and help create the conditions for cocoa farming families to flourish.”

Darrell High
Head of Nestlé Cocoa Plan

Building an inclusive poultry value chain in Kenya

The [Hatching Hope Global Initiative](#)¹⁷ has grown to include six partners, in addition to our co-founder Heifer International and co-investor Walmart Foundation, which is funding Heifer International in India. Hatching Hope now works in eight countries with the shared ambition to improve the nutrition and livelihoods of 100 million people by 2030 through the production, promotion, and consumption of poultry.

In Kenya, the Hatching Hope project provides connections to inputs, markets, and financing across the poultry value chain to better serve smallholder farmers. Since 2019, the project has focused on connecting 25 smallholder farmer producer organizations and helped more than 134,000 farmers to feed and appropriately care for day-old chicks by providing extension and veterinary services.

Cargill connected our feed mill customers in Kenya to the producer organizations to enable smallholder farmers to access affordable, high-quality feed from reliable suppliers and learn improved biosecurity and farm management practices to increase their productivity. In partnership with Kenyan financial institutions, two revolving funds were established to finance participant farmers, producer organizations, and small enterprises in the poultry value chain so they can accelerate their development.

Our goal for Hatching Hope Kenya is to improve the nutrition and economic livelihoods of over 10 million people by 2030. Thus far, Hatching Hope Kenya has impacted 7.8 million people in the country.

For total progress against our Hatching Hope goal, please reference our [ESG scorecard](#).

Creating “Endless Prosperity” for farmers in Turkey

In Turkey, Cargill is helping farmers increase their productivity and improve their livelihoods through the [1000 Farmers, Endless Prosperity](#)¹⁷ program launched in 2019. To date, the program has reached 4,000 farmers and is the largest farmer-facing consultancy program in the country, from planting to harvest. The program supports more than 1,000 new farmers each year in regenerative agricultural practices and digital agricultural tools, and provides direct training to corn, sunflower, and canola farmers, which also includes financial literacy and waste management.

1,000 Farmers, Endless Prosperity is the only program in the Turkish agriculture and food industry that has a [Social Return on Investment \(SROI\)](#)¹⁷ calculation. SROI analysis uses financial values to explain the impact of the social change on the stakeholders created through fieldwork. The calculations suggest that the SROI has increased more than three-fold in the last three years.¹⁷

In addition to the positive sustainability impact, farmers in this program also reported reduced operational costs and increased yields.



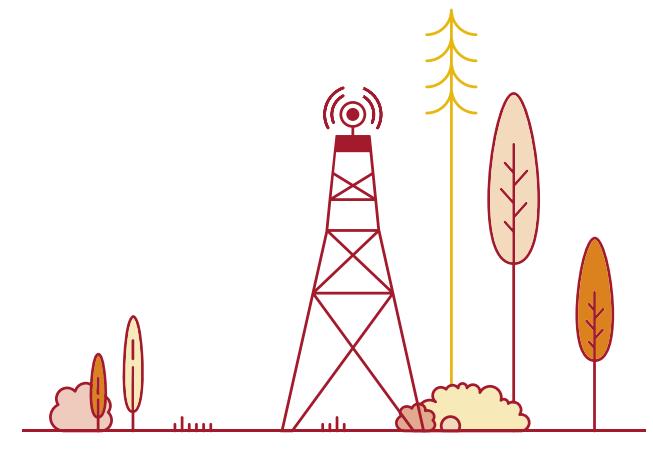
Boosting productivity for small-scale farmers in India

Many small-scale farmers in India face low farm productivity and poor access to markets. Cargill is taking steps to give them a boost through Digital Saathi, a mobile-first, artificial intelligence-based platform that provides information on weather patterns, pest control, improved agricultural practices, and real-time market pricing data, as well as connecting them to input providers, buyers for their produce, and a network of fellow farmers. Launched in February 2021, this hyper-localized platform offers services to farmers in five districts across Karnataka, India.

Since its launch in 2021, 28,000 farmers and other users have onboarded and are accessing digital advisory and information on the app.

By the end of next year, the platform aims to onboard

100,000 farmers and other users.



¹⁷ SROI rate of 1:2.53 in 2019, 1:2.78 in 2020, and 1:3.03 in 2021.

Launching a training program for female shrimp farmers in Latin America

To promote gender parity and women's empowerment throughout our aquaculture supply chain, Cargill and the Edes Business School of the Universidad Técnica Particular de Loja (UTPL) in Ecuador conducted a training program for 72 female shrimp producers in México, Central America, and Ecuador. The program offered training in leadership, finances, digital culture, sustainable entrepreneurship, circular economy, and technical assistance to improve their productivity and income.

“The program benefited all of us in the shrimp sector. We learned a lot to apply in our companies. Fundamental factors such as the environmental indicator have an important impact on our category, so we must be sustainable and friendly to our planet since, thanks to nature, we can grow shrimp and feed many people; also, we can make our companies more profitable, maximize our resources, and be more efficient.”

Diana Bonilla Robles
Shrimp producer in Honduras

Strengthening corn farmer resilience and productivity in the Philippines

Cargill Philippines and Save the Children Philippines have undertaken the Yellow Corn project, a holistic program designed to help smallholder corn farmers in Cagayan province future-proof their farms and livelihoods against the impacts of natural disasters. Working with 430 farmers, Cargill provides training and insights on GAPs, farming inputs, and post-harvest support. We also purchase the corn from the farmers to integrate them directly into the local animal feed value chain.

Farmers in the program saw better corn quality and harvest, and increased their income by as much as 27%.

With the success of the pilot, the Yellow Corn Project will be scaled to more farming communities.



Human rights

Our approach

Human rights are fundamental. We are committed to respecting the human rights of all Cargill employees and all those whose lives and livelihoods we touch.

Our world is facing critical human rights challenges. From Cargill's seat in the center of the agricultural supply chain, we have a unique ability—and responsibility—to address them. We proactively identify, prevent, and mitigate risks to people and tackle the root causes of critical human rights issues.

Cargill respects internationally recognized human rights frameworks throughout our own 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 (UNGPs), the International Bill of Human Rights, and the International Labour Organization (ILO) Fundamental Principles and Rights at Work. As a signatory company of the [United Nations Global Compact](#)¹⁷, we also are committed to promoting human rights.

We prioritize our actions on the areas with greatest risk to people in our operations and supply chains. We seek to identify and address negative impacts where they occur and remediate those to which we may have contributed. Our human rights work starts within our own operations and supply chains and we expand our efforts into communities. By building economic opportunity and well-being and empowering women and vulnerable groups of people, we are scaling human rights efforts across communities.

Tackling child labor in the cocoa supply chain

Child labor in cocoa is a complex challenge. Most of the world's cocoa is grown on small family farms and many cocoa growing communities live in poverty. In some situations, families may feel they have no other option than to use family members, including children, because they are unable to pay formal workers.

Since 2016, Cargill has used a Child Labor Monitoring and Remediation System (CLMRS), which we co-designed with the International Cocoa Initiative (ICI), to address child labor in the cocoa supply chain. CLMRS brings networks of local coaches and monitoring agents to visit farms year-round, working with families to raise awareness about the impact of child labor, identify incidents, and implement prevention and remediation programs.

Cargill also works together with our partners to address the root causes of child labor by improving access to education, helping farmers to increase their income, expanding economic opportunities for women, and delivering programs that improve health, nutrition, and food security in cocoa communities.

Our goal, by 2025, is to have a CLMRS in place to identify and address child labor throughout our direct cocoa supply chain, along with monitoring, prevention, and remediation approaches tailored for local needs. See [Sustainable Supply Chains: Cocoa & Chocolate](#) for additional details.



Strengthening responsible recruitment with suppliers in Malaysia

In Malaysia, we are addressing social issues prevalent in the palm oil industry with a focus on improving recruitment and labor practices. We raise awareness of these issues with mills and plantations to help build knowledge and capacity to minimize risk to people, and plan remedial actions when and where needed.

To understand where we need to prioritize our actions, our palm oil business in Malaysia has partnered with Earthworm Foundation to conduct human rights due diligence on our suppliers' recruitment processes via the Labour Transformation Program and Ethical Recruitment Due Diligence Initiative. The goal of the program is to generate long-term engagement with priority suppliers and achieve continuous improvement on labor and recruitment practices.

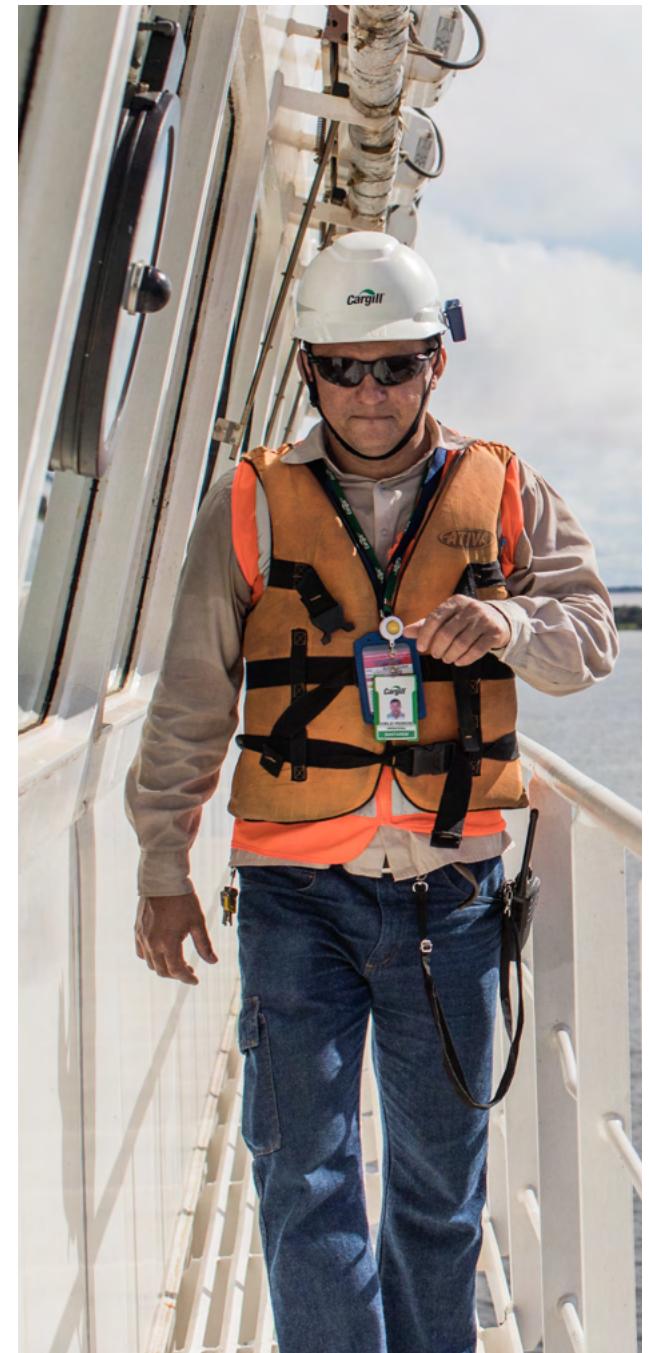
An Ethical Recruitment Due Diligence initiative with one of our Malaysian suppliers will commence next year, with the goal to learn about the supplier's recruitment process, uncover challenges and gaps in operations as well as good practices, and ensure workers are recruited and treated fairly.



Setting standards for seafarers' time on ships

The onset of the COVID-19 pandemic left hundreds of thousands of seafarers—who were not considered “essential workers” by global governing bodies—stranded on ships and unable to return to their families, often for much longer than the 11 months that is considered the maximum by Maritime Labor Convention. This situation increased their risk of injury, sickness, physical ailments, and mental exhaustion.

Cargill Ocean Transportation, which charters a fleet of about 700 vessels at any given time staffed by more than 12,500 seafarers, does not employ the seafarers on the chartered ships. Nevertheless, out of concerns for their safety and aligned to our commitment to respect human rights, Cargill instituted the practice of consistently tracking how long crews have been aboard our chartered ships—and took steps to switch out crews whose time aboard was above the 11-month standard. As a founding signatory of the Neptune Declaration on Seafarer Wellbeing and Crew Change, Cargill is leading efforts that call for industry peers and governments to further address this pressing issue. We also support Human Rights at Sea, a non-profit organization with a global mission to end human rights abuses at sea. Cargill is also a gold sponsor supporting the Happy at Sea app that aims to improve seafarers' life at sea.



Diversity, equity, and inclusion

Our approach

To nourish the world, we must overcome global challenges and advance opportunities that impact the food and agriculture industry. That can only be achieved by tapping into a wide range of perspectives, experiences, and talents.

We are working to advance diversity, equity, and inclusion (DEI) in our operations and supply chains through gender parity and by advancing underrepresented groups. Our executives have specific DEI goals and provide quarterly updates on progress. In return, DEI has become a regular and natural part of our leadership conversations.

Catalyzed by our senior leadership, Cargill is undertaking a company-wide effort to assess and evolve our DEI strategy and goals.



Advancing gender equity in the workforce

Cargill is a signatory to the [United Nations Women's Empowerment Principles](#)¹⁷ as part of our commitment to promoting gender equity and women's empowerment in the workplace, marketplace, and community. We are committed to advancing gender parity within our company as well as in our supply chains.

In 2016, Cargill signed on to the Paradigm for Parity Coalition, an organization of companies committed to achieving gender parity at all levels of corporate leadership by 2030.

33.69%
of the leadership roles at Cargill are led by women.

Fair and equitable pay is essential for ensuring all workers are respected and appreciated. This year, for the second consecutive year, Cargill achieved gender pay equity, on average, among professional-level employees globally.¹⁹

¹⁸As of June 2022.

¹⁹After considering appropriate factors expected to influence an individual's pay such as country, job, family, pay band, and tenure, men and women in professional-level roles performing the same or significantly similar work are on average paid the same. The most recent analysis included all professional-level employees, except those in trading and sales roles on commission or direct-drive incentive plans.

46%
of our executive team members are women.¹⁸



“Commitment and passion are important, but to really see impact, we are focusing on outcomes and holding ourselves accountable to create an environment where every member of our team has an equal opportunity to thrive.”

Stephanie Lundquist
Chief Human Resources Officer, Cargill

Fighting anti-Black racism and advancing employee representation

While Cargill welcomes and encourages participation from all groups, we are particularly focused on fighting anti-Black racism in Brazil and the United States due to its deep historical roots and persistent, systemic issues in both countries. Our latest program, the Black Farmer Equity Initiative, aims to do just that for U.S. farmers.

Additionally, in 2020, we set a goal to increase representation of Black employees in the U.S. and Brazil by 20% by 2025. We plan to achieve this through a focus on hiring, retention, and advancement at all levels of the company. Our progress will be tracked and reported alongside our existing goals. We're making headway through programs that address the needs of our current and future workforce, such as Cargill University THRIVE, which we created to ensure more equitable access for women and underrepresented students in Science, Technology, Engineering, and Mathematics (STEM), as well as agriculture and business.



Increasing representation and inclusion through Regional Diversity Councils

Our global workforce is composed of a diverse mix of people, across numerous cultures and ethnicities, geographies, and experiences. To advance our DEI commitment, Cargill has established four Regional Diversity Councils (RDCs) tasked with identifying underrepresented groups within each region and developing action plans to increase their representation and inclusion.

The enterprise and function leaders of each RDC reviewed demographic data, workforce data, and social trends to determine the focus areas to be addressed within each region:

- **Asia-Pacific** Millennial representation
- **Europe, the Middle East, and Africa** Gender parity at all levels
- **Latin America** Gender parity at all levels and Afro-Brazilian representation
- **North America** U.S. underrepresented groups, including Asian, Black/African American, and Hispanic/Latino



Taking global action with local focus

Business Resource Groups (BRGs) are networks of Cargill employees who are furthering the recruitment, retention, advancement, and recognition of employees around the world. Our BRGs host and attend local events, participate on special projects, take part in local communities and outreach programs, and more. The BRGs we have today include:

- **Cargill Ebony Council**
- **Cargill Ability Network**
- **Cargill Pride Network**
- **Cargill Hispanic-Latino Council**
- **Cargill Veteran Military Support Network**
- **Cargill Women's Network**
- **Cargill Young Professionals Network**
- **Cargill Asian Alliance Network**
- **Cargill Welcoming and Onboarding Network**



Advancing Black farmer equity

In the U.S., Black farmers make up less than 2% of the country's 3.4 million farmers—down from 14% a century ago. To advance the presence of Black farmers in the agriculture industry, and to reverse systemic inequality in U.S. farming, Cargill launched the Black Farmer Equity Initiative with farmer groups and customers.

The Black Farmer Equity Initiative works to increase the participation, profitability, and productivity of Black farmers, ranchers, and growers by putting producers at the center of solutions. Initial supply chain programs were launched to expand opportunities and access to markets for farmers in cotton and beef. The initiative will continue increasing the number of Black producers in these supply chains, as well as those growing corn, yellow peas, poultry, soybeans, and more. We are also currently recruiting farmers to participate, with specific focus on the U.S. states of Alabama, Arkansas, Georgia, Louisiana, North Carolina, and Texas.



"Programs like Cargill's Black Farmer Equity Initiative provide new ways for Black producers to access markets and sell their livestock and crops. We're looking for an open door where they have been closed in the past."

Kimberly Ratcliff
Executive Director, 100 Ranchers, Inc.

Broadening access to higher education

To ensure more equitable access for women and underrepresented students in STEM, as well as agriculture and business, we are investing \$6 million in the Cargill University THRIVE program.

We started THRIVE in 2021 as a way to provide higher education opportunities for underrepresented students through scholarships. We have expanded it to encourage long-term academic success through mentoring, development programming, and career coaching. The goal is to help participating students convert their education into meaningful careers.

In the 2021-2022 school year, 207 students participated in the program and received scholarships and other academic and career counseling benefits. We have THRIVE partnerships at six institutions, including two Historically Black Colleges and Universities (HBCUs), Alcorn State and Tuskegee University, through 2024. Additionally, this year the Cargill Foundation distributed \$12 million in our headquarters community of Minneapolis/St. Paul, Minnesota, U.S., to close the opportunity gap for Black, Indigenous, and Youth of Color and has partnerships with around 45 nonprofits in education and nutrition to do this work.



Developing a diverse pipeline of maritime leaders

The maritime industry has typically lacked gender diversity and Cargill is committed to correcting that inequity.

To build a pipeline of talent, our Ocean Transport business recently launched a new, two-year development program for trainees. The program focuses on identifying graduates with a high learning potential and with diverse backgrounds and experiences.

In the first cohort, which drew participants from Europe and Asia, 75% were female, with many coming from backgrounds or fields outside of shipping. By providing hands-on training in such areas as trading, vessel operations, sustainability, digitalization, and business development, the program aims to build a strong pipeline of future leaders in ocean shipping with the skills that will be needed in tomorrow's maritime industry. The second cohort, for trainees based in the U.S. and Singapore, began in summer 2022.

We have also co-signed the All Aboard Alliance, an initiative of the Global Maritime Forum, that will work toward a more diverse, equitable, and inclusive maritime industry to solve long-term challenges, including the global talent shortage.



Learning and development

Our approach

We believe all employees should have the opportunity to learn at their own pace, with relevant training that is right for their careers. Historically, we offered mostly traditional in-person training, which made employee access highly limited—only reaching 10 to 15% of our workforce on an annual basis. To broaden the benefits of the learning experience, we have shifted to a single digital learning platform that offers online content through interactive courses.

In addition to making high-quality learning resources available to 100% of our professional workforce, we are investing in new, more effective ways to reach our employees that work in our production facilities with the critical training and education they need to ensure a safe, productive, and highly-skilled workforce.

This year, 86% of our professional workforce participated in trainings and accessed online learning content.

These trainings covered a broad range, from leadership development and unconscious bias to commercial, digital, and data skills.

This focus on personalized and continuous learning is transforming our learning culture, giving all employees access to learn, grow, and maximize their potential—on their own schedule. And, in doing so, Cargill can better respond to and adapt to the rapid pace of innovation and address today's business challenges.

Building a BRIDGE to Success

Cargill's BRIDGE to Success is a leadership program developed by women for women, and to date it has been completed by approximately 350 employees, primarily in North America and Europe, the Middle East, and Africa. Now offered as a virtual experience, BRIDGE to Success is expected to further expand its reach across the company.

Based on surveys of participants, the program is valued as a career-driving experience:

84% of participants say they experienced career growth since participating in BRIDGE, and more than half (61%) moved to a higher job level

Participants agree that BRIDGE empowers women to be ambitious in their careers (93%), creates a space in which women can be their authentic selves for development (95%), and enables women to network with others who have shared lived experiences (97%)

"I moved positions which led to greater responsibilities and increased growth. BRIDGE was a leading factor for me to consider moving positions and helped me prepare my brand, determine what was important to me, and gave me the confidence to ask for what I wanted."

BRIDGE Participant

