



Palm Oil Sustainability Report 2021

Evolving our approach

Transforming our supply chain as we protect the environment and human rights

Cargill's palm oil supply chain footprint extends from our own mills and plantations in Indonesia to trading and refining palm oil around the world. With this global presence comes a deep responsibility to protect the planet and its people and ensure a cleaner, safer future for generations to come. This report provides an update on our progress and looks ahead to the steps we are taking to fulfill our commitment to build a transparent, traceable and sustainable palm oil supply chain.

Throughout the report, '2021' is written to enhance readability. Unless stated otherwise, the reported data and KPIs cover Q4 2021, which runs from October 2021 until the end of December 2021.

Our approach

- 4 Letter to stakeholders
- 6 Cargill palm oil operations
- 7 Our palm oil supply chain
- 8 Our commitments

Our progress

- 10 2021 impact dashboard
- 13 Cargill plantations
- 14 Cargill third-party supply chain
- 15 Traceability
- 16 Monitoring and verification
- 17 Addressing grievances
- 19 Supplier engagement
- 20 Landscape initiatives
- 21 Improving labor and human rights
- 22 Smallholder programs

Looking ahead

- 24 Our roadmap to 2025 and 2030
- 26 About Cargill



Published August 2022

All photos were taken before the COVID-19 pandemic.



Our approach

to palm oil sustainability

Letter to stakeholders



Robert Horster
Sustainability Commercial Leader
for Agricultural Supply Chains,
Food Ingredients and Bioindustrial

Evolving our approach to transform the palm oil supply chain

At Cargill, our ambition is to have the most sustainable and resilient food supply chains in the world. We work with customers and communities to build more secure food systems and we advance market-led solutions that help people and the planet thrive. Within our palm supply chain, we continue to evolve our approach focused on protecting the environment and human rights.

Our actions in the palm oil supply chain support Cargill's global sustainability commitments in our priority areas of Climate, Land & Water and People. We are committed to climate action and are doing everything we can to mitigate the impact of climate change on the global food system: from reducing emissions across our global supply chains to building sustainable practices into farming processes around the world. Cargill is supportive of the Paris Climate Agreement, and we continue to focus our efforts on driving emissions reductions through 2030 by focusing on the supply chains and regions where we have the most potential for impact, allowing us to meet our existing climate commitments.

2021 achievements

Despite the challenges of the past year – initially COVID-19 travel restrictions that further delayed field visits, supplier engagement and project implementation in origin countries, and other challenges that added even greater pressure on supply chains, such as the Ukraine crisis and other geopolitical conflicts – we have made important progress.

Our roadmap: As part of our commitment to regularly update our roadmap to meet our palm oil sustainability ambitions, we are sharing our roadmap to 2025 and 2030 in this report. Our 2025 and 2030 goals are aligned with [Cargill's global sustainability targets and priorities](#).

Traceability: We made progress toward our commitment to traceability in our palm oil supply chain. In 2021, we achieved the following increases: 99% traceability to the mill level (up from 98% last year); 65% traceability to plantation level (compared to 48% last year); and 57% traceability to plantation in high-priority landscapes (up from 52% last year) for the palm and palm kernel oil we sourced globally.

Transparency: We moved forward to increase transparency through verification, certification and greater visibility with our customers. As one of the co-conveners for the creation of the No Deforestation, No Peat and No Exploitation Implementation Reporting Framework (NDPE IRF), Cargill continues to play an active role in the further improvement of the IRF and its wider adoption by palm oil companies throughout the supply chain. To that end, for the second year in a row, Cargill completed NDPE IRF profiles for all of our refineries globally to share with our customers. This year we conducted an independent verification of all profiles and increased transparency by [publishing them on Cargill.com](#) for all stakeholders to access.

In order to scale up the IRF beyond the No Deforestation and No Peat modules, Cargill participated in a pilot for the No Exploitation module focused on collecting labor and land rights data in the palm supply chain. Insights from the pilot helped the [Palm Oil Collaboration Group](#) – an industry initiative, convened by Cargill and PepsiCo, consisting of more than 30 companies that have come together to accelerate effective implementation of NDPE commitments – to align on an approach to collect information on current practices and support improvements where needed.

We also advanced implementation of the Cargill [Environmental Compliance Verification Guideline](#), developed last year, by completing a pilot in Colombia. And in Cargill's own operations in Indonesia, for the first time 100% of our nine palm oil mills and three palm kernel crush plants are RSPO certified.*

*RSPO = Roundtable of Sustainable Palm Oil.

To deliver greater value to our customers, we scaled up the capabilities of PalmWise, Cargill’s digital customer portal. Our major palm customers are being onboarded to the portal to access detailed data and reporting about supply chain performance, traceability and grievance management.

Landscape initiatives: We expanded our landscape-level interventions in 2021 by scaling up existing projects and launching new programs to drive meaningful change for multiple stakeholders across commodities in a given geographical area. We continue our active role in the Production and Protection Beyond Concessions (PPBC) Action Group by implementing the PPBC protocol in the Siak/Pelalawan and Sungai Linau projects.

Human rights: We intensified our efforts to protect the human rights of workers, indigenous peoples and local communities in our supply chains. In Guatemala, we successfully completed our first pilot for the Ulula Worker Voice Tool and are now preparing for a second pilot with another supplier. We continued to implement projects to strengthen our own and our suppliers’ processes to make sure human

rights are respected, including through participation in the Labor Transformation Program in Malaysia and the Social Performance Program in Guatemala.

Looking ahead

As we continue moving forward, the work we are doing to transform our palm oil supply chain is guided by our updated roadmap and Cargill’s global sustainability commitments.

We are operating in a global regulatory and compliance environment where due diligence obligations are becoming increasingly important. Cargill supports legislative efforts to further environmental and social sustainability, including the European Commission proposals for a regulation on deforestation-free products and for corporate sustainability due diligence. We are working toward complying with new requirements. Our global presence gives us a unique understanding and insights on how we can work together with supply chain actors and industry experts in designing due diligence approaches that transform the supply chain and enable real transparency and accountability.

Cargill is committed to transparency – in our own operations and across our global supply chains. As we continue to increase our transparency, we expect to publish a new companywide environmental, social and governance (ESG) report in late 2022. The upcoming report will integrate our supply chain progress reports into a global, unified report – providing updates on Cargill’s ESG strategy as well as palm oil-specific details previously found in the annual Palm Oil Sustainability Report. In the interim, we are sharing an abbreviated version of our Palm Oil Sustainability Report to provide a timely update on key metrics and progress.

As we focus on meeting our sustainability goals and advancing collaborative efforts, we will continue moving the industry to the next level of transparency and sustainability.



Robert Horster

Global Sustainability Lead for Agricultural Supply Chains, Food Ingredients and Bioindustrial

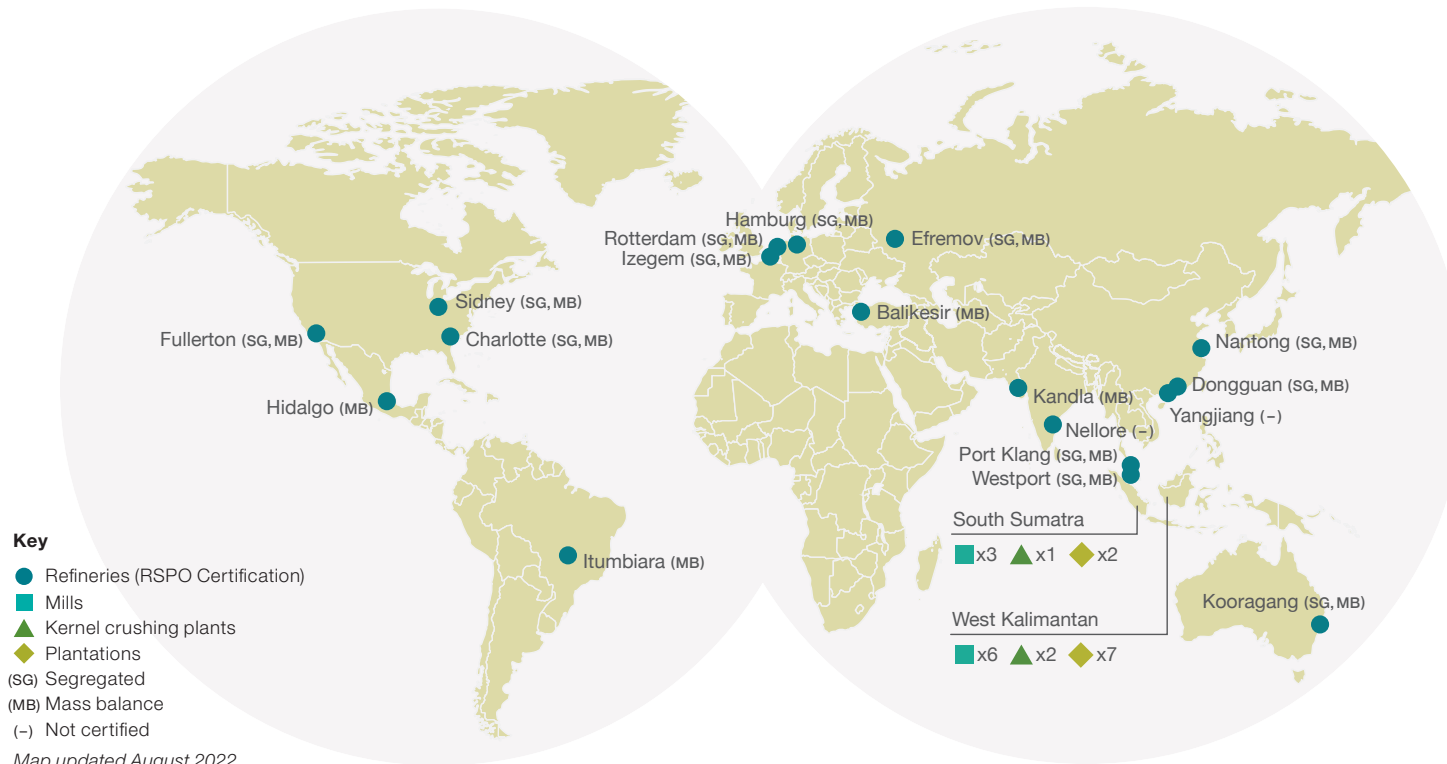
Cargill palm sustainability timeline



Cargill palm oil operations

Cargill operates a global palm oil supply chain with physical assets in the form of plantations, palm oil mills, kernel crushing plants and refineries. As a trader of major commodities around the world, our key activities in the palm supply chain include sourcing, trading and refining oil from third-party mill suppliers¹. We buy some of the oil directly from mills; the majority of the oil is sourced indirectly via traders and refiners on the open market. We also purchase from smallholders through cooperatives and indirectly from independent smallholders.

¹ Our mill list can be found on our [Palm Sustainability Dashboard](#).




Origin countries

Predominantly Indonesia, Malaysia, Thailand, Brazil, Papua New Guinea, Colombia, Guatemala, Honduras, Ecuador, Mexico and Peru

Destination regions and countries


Europe, United States, Mexico, Brazil, Malaysia, India, China, Australia and Pakistan

 **18** Refineries

 **12** Mills
Includes palm oil mills and kernel crush plants

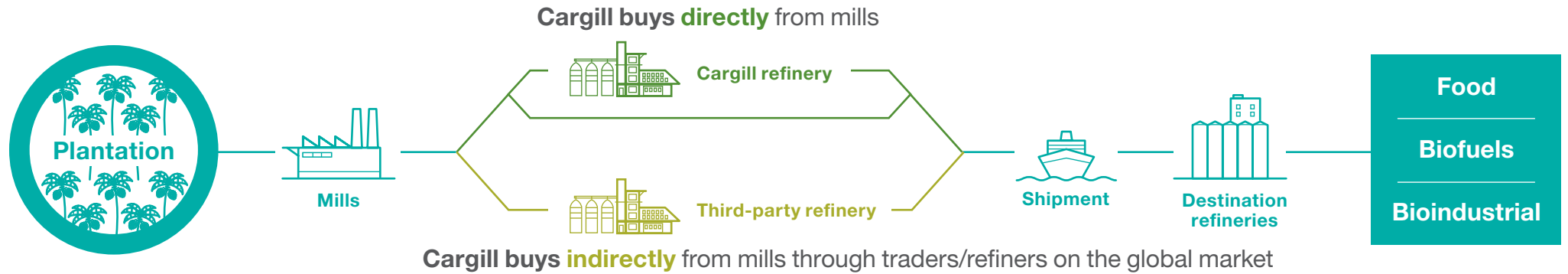
 **9** Plantations*

 **24,000** Smallholders
Cargill partners with 24,000 smallholders (plantations <2ha)

Not part of Cargill operations
 **1,416** Third-party mills

*The increase in the number of reported plantations is due to a change in our definition and not due to developing or acquiring new plantations in 2021.

Our palm oil supply chain



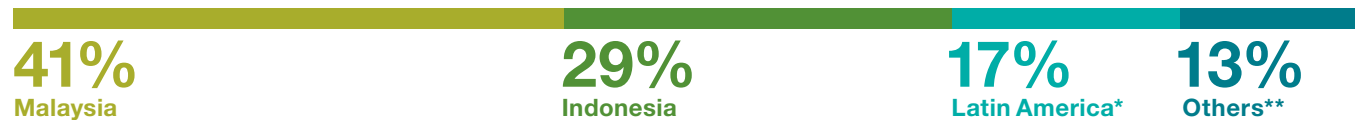
Proportion of RSPO certified volumes out of global volumes

31% of all Cargill volumes physically certified (RSPO segregated and mass balance)

51% RSPO segregated sold in Europe

55% RSPO mass balance sold in Europe and U.S.

Origin of the volumes at destination



Direct and indirect mills sourcing



*Brazil, Colombia, Costa Rica, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru.
 **Cambodia, Papua New Guinea, Thailand.

Our commitments

See more details in the [About Cargill](#) section of this report.



Protect forests

We are taking steps to protect forests in our palm oil supply chain in line with the High Carbon Stock Approach (HCSA) and consistent with Cargill's companywide commitment detailed in our [Forest Policy](#).



Protect human rights

We treat people with dignity and respect, provide equitable, safe and supportive workplaces and take action to promote human rights in our supply chains as described in our [Human Rights Commitment](#).



Help ensure a traceable, transparent and sustainable palm oil supply chain

Cargill's commitment to producing and sourcing palm oil in an economical, environmentally sustainable and socially responsible manner is detailed in our [Policy on Sustainable Palm Oil](#). In accordance with "No Deforestation, No Peat and No Exploitation" (NDPE) practices, Cargill commits to a supply chain that:

- Protects high conservation value (HCV) areas, high carbon stock (HCS) forests and peatlands regardless of depth
- Respects and upholds the rights of workers, indigenous peoples and local communities

- Enables smallholders to become successful businesspeople, improving their livelihoods through responsible production, maximizing yields and improving quality
- Upholds high standards of transparency through reporting of traceability, time-bound implementation plans, resolving grievances and achieving third-party verified policy compliance

The U.N. Sustainable Development Goals

Cargill is committed to using our global reach within the agriculture, food and nutrition sector to help achieve the U.N. Sustainable Development Goals (SDGs), which are aimed at ending poverty, improving food security, promoting gender

equality, advancing sustainable economic development, addressing climate change and ensuring prosperity for all. For more information visit [Cargill.com/SDGs](https://www.cargill.com/SDGs).





Our progress

2021 goals and
achievements

2021 impact dashboard

Protecting forests and human rights

Goal	Key performance indicators (KPIs)	Progress	More info
------	-----------------------------------	----------	-----------

Cargill plantations



Cargill-owned mills/ plantations (and smallholders supplying to them) compliant with NDPE policy

Percentage of mills, plantations and managed smallholders RSPO certified

●●● 100% of mills
 ●●○ 69% of plantations
 ●●○ 63% of smallholders

[page 13](#)

Percentage of fresh fruit bunches (FFBs) originate from NDPE-compliant sources

●●● 100%

Percentage of Cargill operations and surrounding communities covered by a fire prevention and awareness program

●●● 100%

Third-party supply chain



Traceability

Traceability to mills and plantations in our global supply chain

Percentage of suppliers traceable to the mill

●●● 99%

[page 15](#)

Percentage of suppliers traceable to plantation level

●●○ 65%

Traceability to plantations in high-priority landscapes

Percentage of direct mills traceable to plantation level (We began transitioning to risk-calibrated approach in 2019)

●●○ 57%

[page 15](#)




○ ○ ○ New
 ● ● ○ In progress
 ● ● ● Achieved (100%)

(continued)

2021 impact dashboard

Protecting forests and human rights

(continued)

	Goal	Key performance indicators (KPIs)	Progress	More info
 Monitoring and verification	NDPE compliance verified across Cargill supply chain	Percentage of traceable mills covered by satellite and/or radar monitoring	●●○ 96%*	page 16
 Grievances	Report on all grievances in our supply chain transparently and publicly	Percentage of verified grievances have an action plan Updates provided on management and monitoring	●●○ 91%** ●●● 100%**	page 17
 Supplier engagement	Direct and indirect suppliers compliant with NDPE policy	Direct mills Percentage of direct mills formally aligned with our NDPE policy Percentage of direct mills have completed self-assessments Percentage of direct supplier high-priority mills assessed and covered by continuous improvement plan Direct traders/refiners Percentage of direct suppliers (traders/refiners) with credible NDPE policy and implementation plan to cover their mill supply base	●●○ 87% ●●○ 82% ●●○ 66% ●●○ 75%	page 19

●○○ New
 ●●○ In progress
 ●●● Achieved (100%)

(continued)




*The change in percentage of mills covered by satellite monitoring was due to the addition of new mills linked to Cargill's supply chain toward the end of the reporting year. Moving forward, these mills will be part of the scope of satellite monitoring for our internal monitoring system.

**Referring to all grievances registered up to the end of December 2021.

2021 impact dashboard

Protecting forests and human rights

(continued)

	Goal	Key performance indicators (KPIs)	Progress	More info
	Landscape initiatives	Common environmental, land and labor issues addressed through relevant landscape programs and case studies	Number of landscape projects	●●○ 9**** page 20
	Improving labor and human rights	Human rights protected in Cargill supply chains	Direct traders/refiners that have human rights commitments in their NDPE policy	●●○ 90% page 21
	Smallholders	Smallholders included in supply chain and their livelihoods improved	Number of RSPO-certified smallholders in a Cargill program	●●○ 648**** page 22
		Number of farmers preparing to attain RSPO certification in a Cargill program ***	●●○ 4,437****	
		Number of direct mills which performed an assessment of their smallholder supply base and engage smallholders in sustainable practices	●●○ 17****	
		Projects aiming to improve farmer livelihoods	●●○ 13****	

●○● New
 ●●○ In progress
 ●●● Achieved (100%)

***Cargill program is focused on impacting smallholders in our direct supply chain.

****As of August 2022.

Cargill plantations

Cargill has been advancing sustainable practices in our palm plantations in Indonesia since joining the RSPO in 2004, including working directly with smallholders in the surrounding communities. At our nine plantations, located in South Sumatra and West Kalimantan, we maintain new developments in line with the High Carbon Stock Approach (HCSA) and peat conservation commitments and we continue to protect human rights.

Our goal: Cargill-owned mills/plantations (and smallholders supplying to them) are compliant with our NDPE policy.

KPI PROGRESS

Percentage RSPO certified
■ Certified ■ Non-certified



100%
Fresh fruit bunches originate from NDPE-compliant sources

100%
Cargill operations and surrounding communities (5km) covered by a fire prevention and awareness program



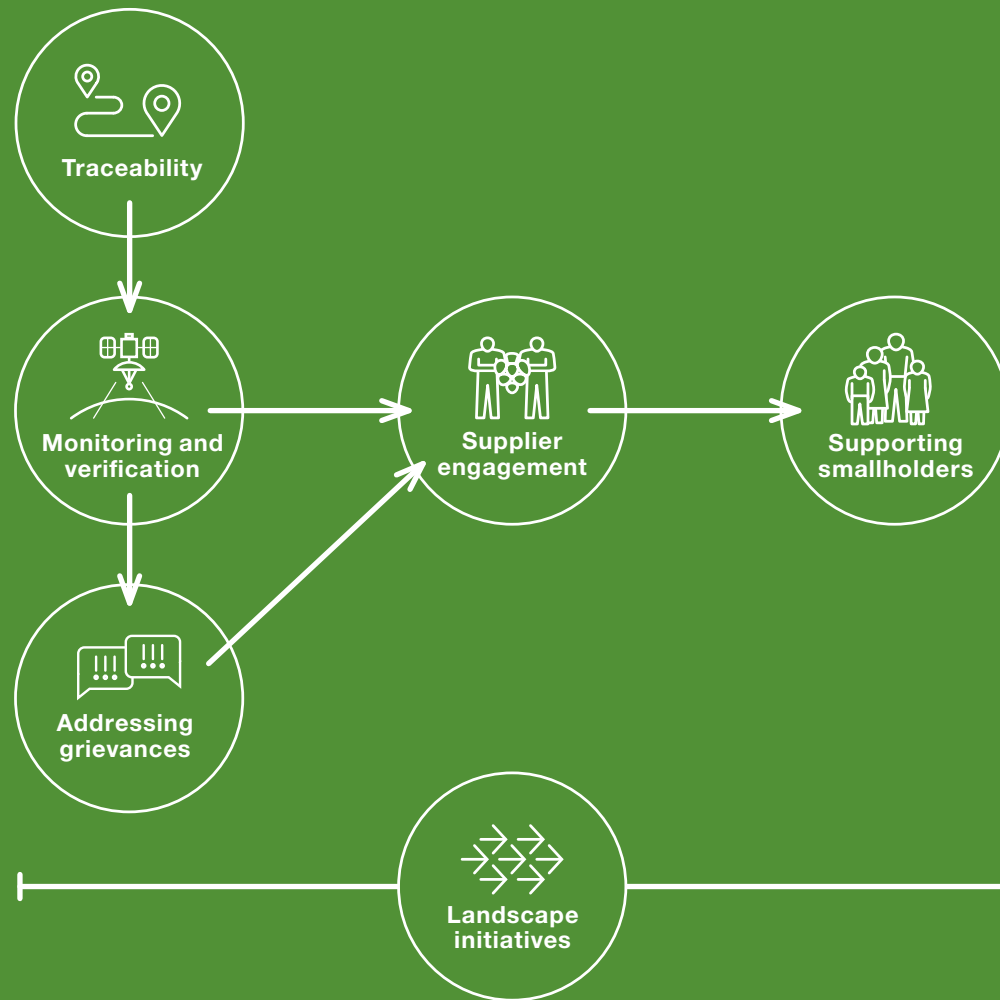
Cargill third-party supply chain

To achieve industry-wide change, we take a two-track approach focused on ensuring compliance within our own supply chain and transforming practices beyond our supply chain.

We continue advancing our efforts to improve the sustainability of our third-party supply chain, which accounts for more than 95% of Cargill's palm oil volume. We are committed to protecting forests and human rights across our entire supply chain – both within and outside of commercial palm concessions.

We are working to transform our supply chain through traceability, monitoring and verification, addressing grievances, supplier engagement, landscape initiatives and smallholder programs.

Protecting forests and human rights in our third-party supply chain





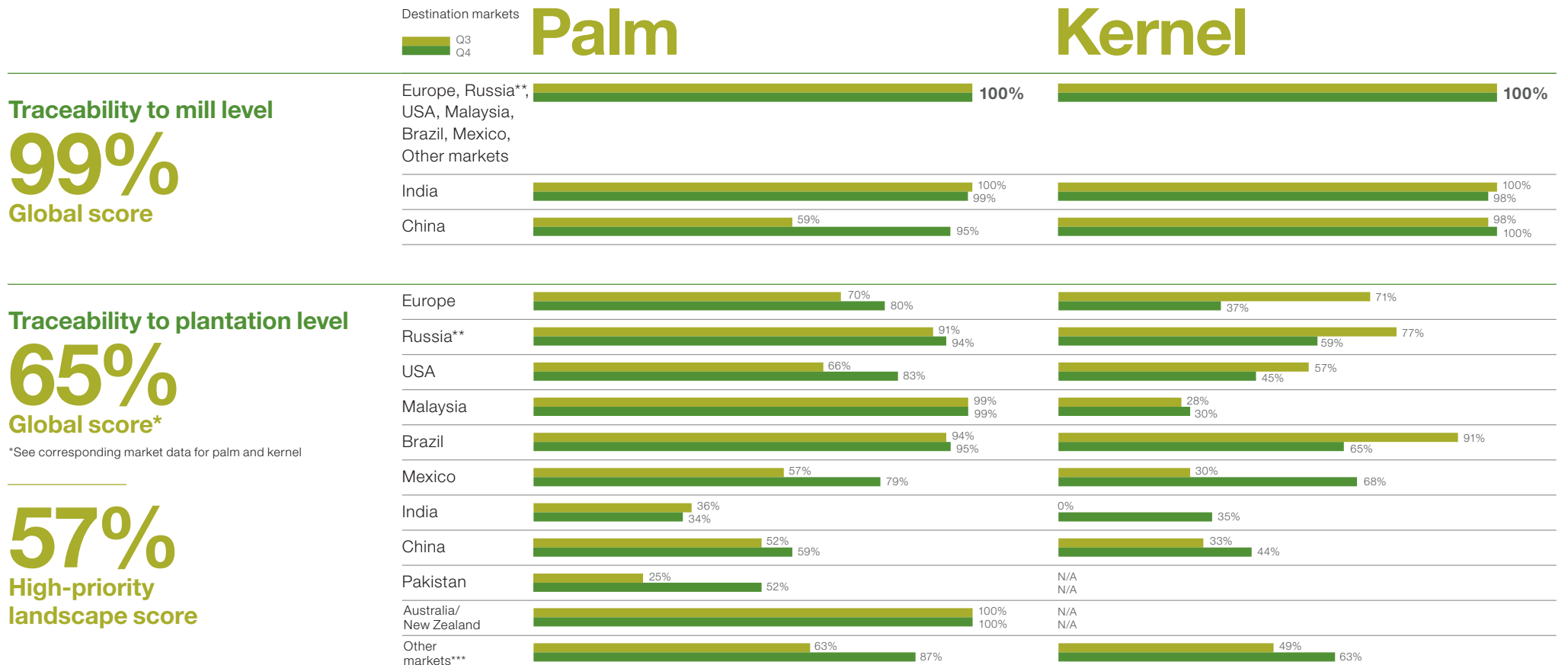
Traceability

Our goal: Traceability to plantations in high-priority landscapes.

Our approach

We have been using a risk-calibrated approach since 2019. We map the fresh fruit bunch supply base of palm oil mills and identify areas of higher risk for not meeting NDPE criteria based on the extent of forest, protected areas and uncultivated peat areas surrounding the mill. We prioritize those high-risk mills for engagement.

KPI PROGRESS



**Read Cargill's [statement](#) about the situation in Eastern Europe.

***Includes Indonesia and other countries.



Monitoring and verification

Our goal: NDPE compliance verified across the Cargill supply chain.

96% monitored
Cargill is using satellite imagery to monitor for potential land use changes in our palm supply chain.*

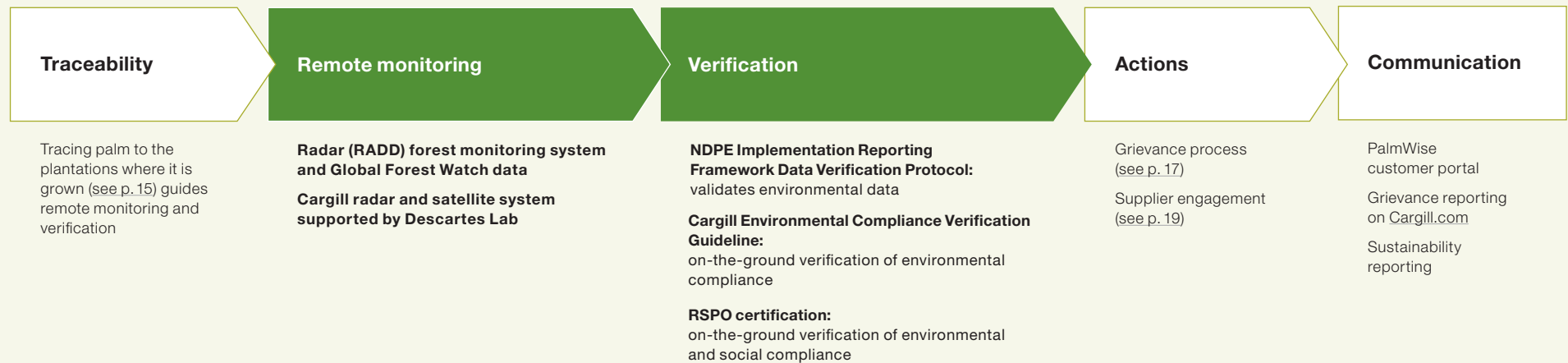
Our approach

To ensure suppliers are adhering to our no-deforestation and peat commitments, we use satellite technology to remotely monitor and detect any changes to forested areas.

We verify compliance with our NDPE policy using our own guidelines and industry frameworks. (For more information, see the graphic below.)

Verifying compliance with NDPE commitments

Using plantation location data, we conduct remote monitoring of palm plantations and adjacent areas using satellite technology to help ensure there are no signs of deforestation or planting on peat lands, then we verify the results to confirm compliance with our NDPE policy and take action as needed.



*The change in percentage of mills covered by satellite monitoring was due to the addition of new mills linked to Cargill's supply chain toward the end of the reporting year. Moving forward, these mills will be part of the scope of satellite monitoring for our internal monitoring system.

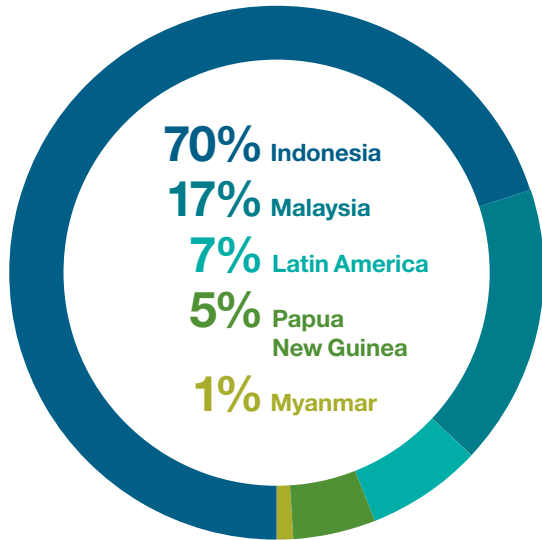


Addressing grievances

Our goal: Report on all grievances in our supply chain transparently and publicly.

KPI PROGRESS*

Location of grievances



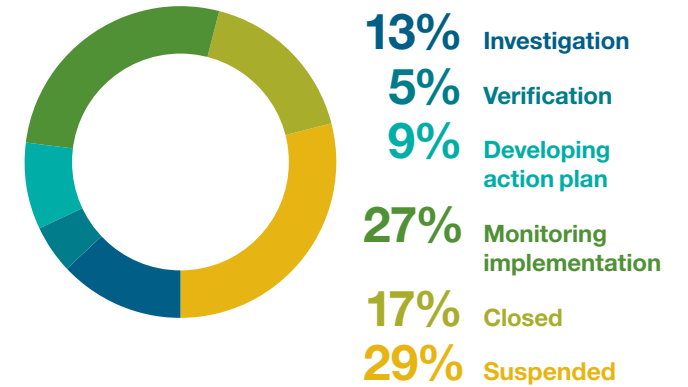
Grievances logged

24
Direct third parties

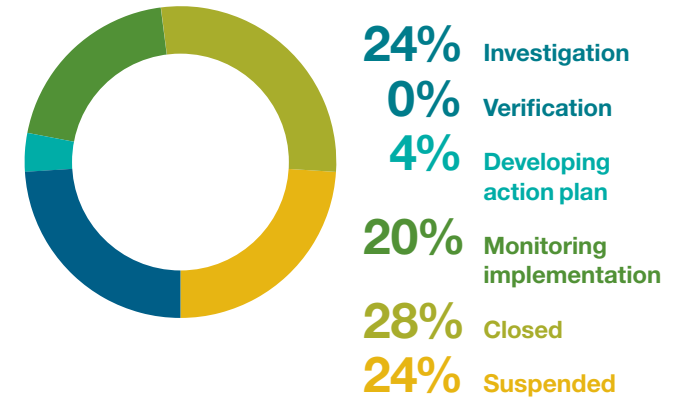
76
Indirect third parties

Addressing grievances

Deforestation



Labor/human rights



*Referring to all grievances registered up to the end of December 2021.

Our approach

When an issue is identified through our monitoring efforts, we immediately take action to address it. For example, when deforestation grievances are identified and validated, we immediately suspend suppliers and work with them to define an action plan with clear timelines and milestones. Our supplier suspension process is outlined in our [Palm Grievance Procedure](#).

We recognize that a range of issues affecting labor and human rights occur in the palm oil supply chain with varying levels of severity and impact. To be able to tackle these issues effectively, we believe in prioritizing engagement to drive long-term capability and compliance improvements – in most situations banning producers is not a productive first step. When a supplier is unable or unwilling to make progress within the agreed upon timeframe, or has repeated non-compliances, we take action to remove them from our supply chain in cooperation with our upstream supply chain partners.

We hold ourselves and our suppliers accountable to respond to grievances, set time-bound action plans to ensure progress and close the grievance in a timely manner as agreed to by the complainant. We do not tolerate retaliation against anyone who, in good faith, raises a concern or participates in an investigation or whistleblowing.

Our Palm Grievance Procedure





Supplier engagement

Our goal: Direct and indirect suppliers are compliant with Cargill's NDPE policy.

KPI PROGRESS

Sustainability program impact



Volume covered by NDPE policy

Direct trader/refiner



Developed group action plan



Developed refinery action plan

Total number of third-party suppliers

34 Third-party refinery
1,416 Third-party mills
143 RSPO segregated mills

Direct mills



Conducted self-assessment



Conducted field assessment



Developed continuous improvement plan



Attended NDPE workshop

Mill prioritization for engagement

Cargill is using the Global Forest Watch Pro Palm Risk Tool Methodology to categorize the mills from high to low prioritization for engagement

338 high
513 medium
574 low

Our approach

To ensure our suppliers are operating in compliance with our NDPE policy commitments and our [Supplier Code of Conduct](#), we engage with them through visits, assessments and workshops. Our risk-calibrated approach for traceability helps us prioritize the most important areas and suppliers for action. Our supplier engagement programs address both environmental and social sustainability challenges as we work to end deforestation and protect human rights in our supply chain.

Supplier engagement components

1. Due-diligence questionnaire and desk-based due diligence
2. Self-assessments
3. Field assessments
4. NDPE policy and implementation plan
5. Continuous improvement plan
6. Training



Landscape initiatives

Our goal: Common environmental, land and labor issues are addressed through relevant landscape programs and case studies.

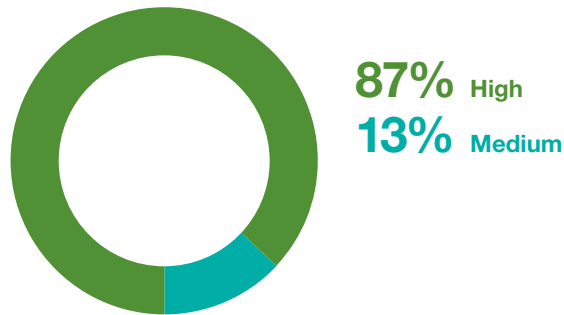
Our approach

We collaborate through landscape-level initiatives and platforms, such as the Tropical Forest Alliance (TFA), to address challenges that span physical and political boundaries and involve multiple commodities as issues related to deforestation and social exploitation often are not limited to a single supplier or sector.

KPI PROGRESS*

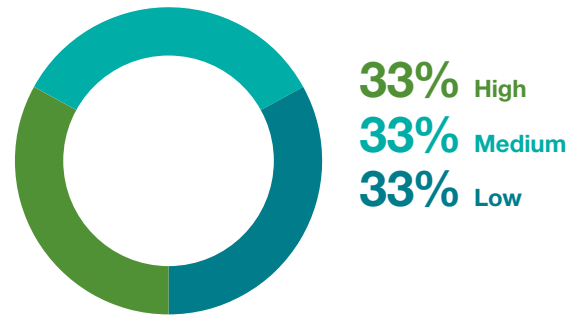
Siak/Pelalawan, Indonesia landscape program

Cargill mill priority



Lebrija River Basin, Colombia landscape program

Cargill mill priority



9

Total number of landscape projects:

Indonesia

- Ketapang Verified Sourcing
- Siak/Pelalawan
- Hindoli Landscape Project
- Sungai Linau Landscape Conservation and Livelihoods Project

Malaysia

- Southern Central Forest Spine Project

Colombia

- Intel4Value
- Lebrija River Basin
- Colombia Land Initiative

Brazil

- Tomé Açú

46

Number of mills in Cargill supply chain engaged in Siak/Pelalawan Landscape Program

3

Number of mills in Cargill supply chain engaged in Lebrija River Basin Landscape Program

* As of August 2022.



Improving labor and human rights

Our goal: Human rights are protected in Cargill supply chains.

KPI PROGRESS

90%

Direct traders/refiners that have human rights commitments in their NDPE policy

Our approach

Cargill is committed to protecting the human rights of workers, indigenous people and local communities in our supply chains as detailed in our [Human Rights Commitment](#) and our [Policy on Sustainable Palm Oil](#) and in line with international human rights principles and local applicable laws. We support the work being done to address labor and human rights issues by governments and organizations, including the International Labour Organization and the United Nations

[Children's Fund \(UNICEF\)](#), [RSPO Human Rights Working Group](#) and [Earthworm No Exploitation](#) standard. Learn more about our [commitment to protect labor, employment and human rights](#).

Our [Supplier Code of Conduct](#) requires suppliers to: know and follow the laws that apply to them and their business; treat legal requirements as a minimum standard, including meeting or exceeding all legal requirements for compensation and working conditions; provide safe and healthy working conditions; foster an inclusive work environment that is free of harassment and discrimination; and respect employees' rights to organize and bargain collectively. Cargill stipulates that suppliers never use or tolerate the use of human trafficking, forced labor or child labor as defined by the ILO and detailed in our [Modern Slavery and Human Trafficking Statement](#). Our Supplier Code also explains how to access our third-party grievance system managed by Navex.

In our global [Policy on Sustainable Palm Oil](#), we commit to a transparent, traceable and sustainable palm oil supply chain with the aim to deliver palm oil that is produced in accordance with NDPE practices. Our policy extends to all parts of our palm supply chain and requires plantations, processing and trading operations and all third-party suppliers to act in an environmentally sustainable and socially responsible manner.

We publicly list [supplier grievances](#) on our [Palm Sustainability Dashboard](#). We hold ourselves and our suppliers accountable to respond to grievances, set time-bound action plans to ensure progress and close the grievance in a timely manner as agreed to by the complainant. [Cargill's Palm Grievance Procedure](#) provides a transparent, open and robust process for dealing with grievances.





Smallholder programs

Our goal: Smallholders are included in our supply chain and their livelihoods are improved.

Our approach

We work strategically with select mills in our supply chain to help smallholders deliver on their transformation plans and participate in programs focused on building smallholder capacity and promoting responsible farm development.

KPI PROGRESS*

648

Number of RSPO-certified smallholders in a Cargill program

4,437

Number of smallholders preparing to attain RSPO certification in a Cargill program

17

Number of direct mills which performed an assessment of their smallholder supply base and are engaging smallholders in sustainable practices

13

ongoing projects aimed at improving farmer livelihoods



* As of August 2022.

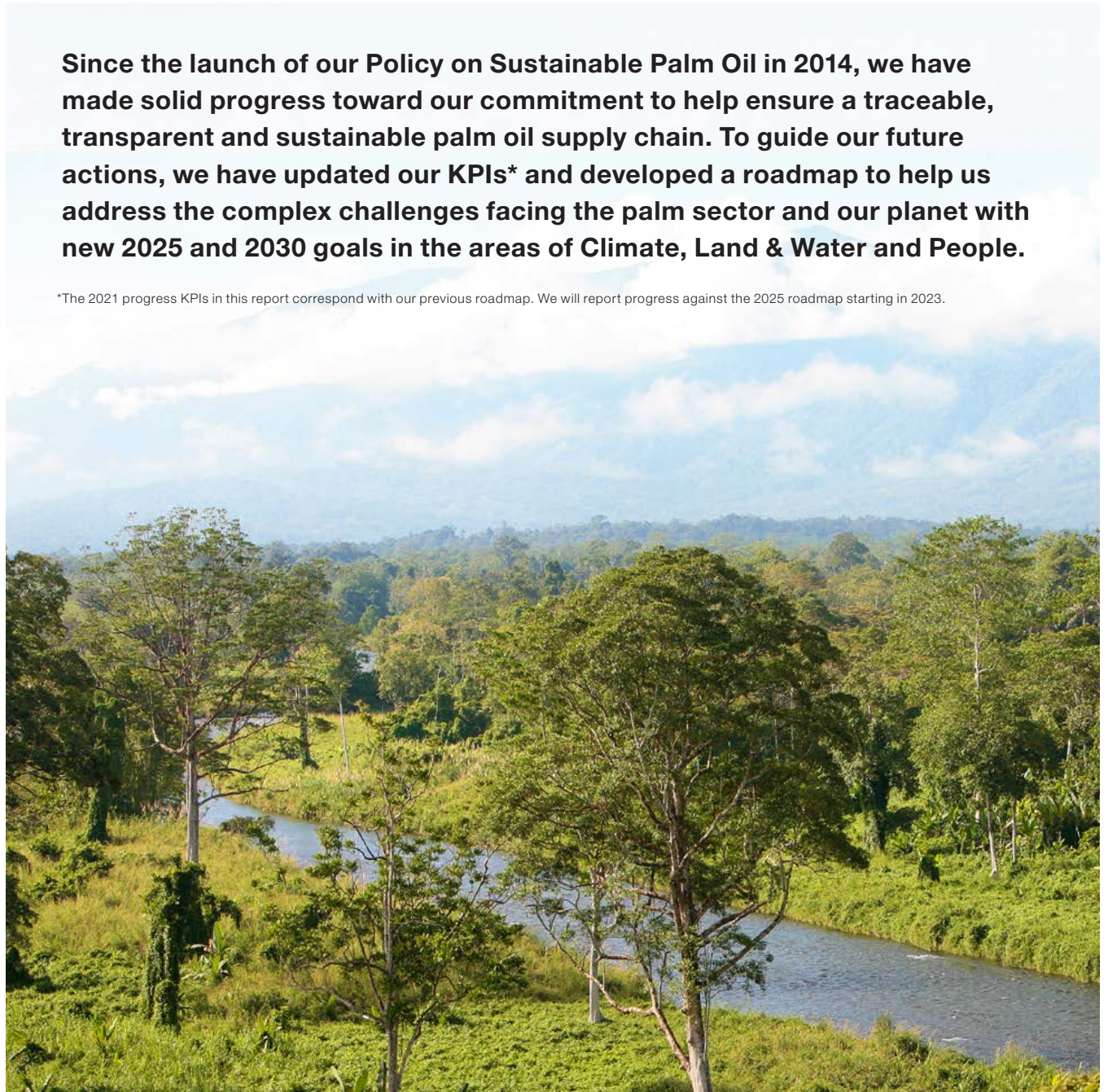


**Looking
ahead**

Our roadmap to 2025 and 2030

Since the launch of our Policy on Sustainable Palm Oil in 2014, we have made solid progress toward our commitment to help ensure a traceable, transparent and sustainable palm oil supply chain. To guide our future actions, we have updated our KPIs* and developed a roadmap to help us address the complex challenges facing the palm sector and our planet with new 2025 and 2030 goals in the areas of Climate, Land & Water and People.

*The 2021 progress KPIs in this report correspond with our previous roadmap. We will report progress against the 2025 roadmap starting in 2023.



Cargill palm oil sustainability roadmap

Purpose

Nourish the world in a safe, responsible and sustainable way

Priorities



Goals

	Climate Change	Land Use	Water	Farmer Livelihoods	Human Rights
2025	Support our Science Based Targets Initiative (SBTi) goal to reduce Scope 1 and 2 absolute greenhouse gas (GHG) emissions in our operations by 10% against a 2017 baseline	<p>Direct mills: 100% traceable to plantation (TTP) and 100% deforestation-free with no development on peat</p> <p>Indirect mills: 100% TTP and 100% of mills are engaged to achieve deforestation free and no development on peat by 2030</p> <p><small>*Direct* refers to Tier 1 suppliers while *indirect* refers to Tier 2+</small></p>	Improving access to safe drinking water in our priority watersheds in Indonesia for 25,000 beneficiaries		<p>Human Rights due diligence (HRDD) processes activated at 100% of Cargill-owned palm plantations</p> <p>100% of direct suppliers have human rights commitments in their NDPE policy</p>
2030	Support our Science Based Targets Initiative (SBTi) goal to reduce our Scope 3 GHG emissions from our extended supply chain by 30% per ton of product, relative to a 2017 baseline	<p>100% TTP</p> <p>100% of supply is verified deforestation free, with no new development on peat</p>	Maintain sustainable water management in all priority watersheds in operations and supply chains	60,000 farmers supported through services and partnerships	<p>100% of direct and indirect suppliers have human rights commitments in their NDPE policy</p> <p>HRDD processes activated at 100% of direct suppliers' operations</p> <p>100% of indirect suppliers have been trained on how to create and implement a HRDD action plan</p>

About Cargill

Our purpose is to nourish the world in a safe, responsible and sustainable way

We are **155K** employees

Working in **70** countries

With more than **155** years of experience

Delivering for customers in more than **125** countries

We aim to be the most trusted partner for food, agriculture, financial and industrial customers.

How we work

Every day, we connect farmers with markets, customers with ingredients, and people and animals with the food they need to thrive. Our integrated operating approach enables our businesses to provide industry-leading products and services in their specific sectors while also drawing on the full world of Cargill's expertise. We deliver this expertise locally, quickly and reliably through world-class capabilities and operations everywhere we do business. Doing business ethically is key to our long-term strategy and relationships. Our seven Guiding Principles make up the core of our Code of Conduct. We require all employees and contractors to follow them, and expect our suppliers to do the same.

Our approach to sustainability

Our ambition is to build the most sustainable food supply chains in the world. From small family farms to global shipping lanes, Cargill works every day to implement new sustainable practices to reduce our impact on the planet and protect people. Through our long history, we have seen agriculture be part of the solution to the world's most urgent challenges. We know that we must address climate change and conserve water and forests, while meeting the rising demand for food.

Our sustainability priorities

We've set priorities that account for the diverse environmental, social and economic impacts of our business with clear goals to ensure progress in line with what science says is needed to keep our people and planet thriving. [Learn more](#) about our global commitments and progress.



This report outlines our efforts to improve transparency, engagement and verification within our palm oil supply chain. We welcome your feedback as we collaborate with others to transform the palm industry and make it more traceable, transparent and sustainable. To report a grievance related to our sustainable palm oil commitments, visit [Cargill.com](https://www.cargill.com). Please direct other comments, suggestions and inquiries to: Cargill, Incorporated, Attention: Corporate Affairs/Palm Oil Sustainability, P.O. Box 9300, Minneapolis, MN, 55440-9300, United States



thrive



www.cargill.com
P.O. Box 9300
Minneapolis, MN 55440

© 2022 Cargill,
Incorporated

Cargill® Helping
the world
thrive