



Strategy

Our sustainability strategy is focused on three areas: Climate, Land and Water, and People. Within each of these areas, we have a clearly defined approach with commitments and programs to drive positive change and maximize our impact within our operations, supply chains, and communities.

Focus areas

Cargill is working to transform the food and agricultural industry to address some of society's greatest challenges. Yet, we know that to positively impact these global issues, we must first effect change within our own businesses. That is why we've focused our sustainability strategy in three areas: **Climate**, **Land and Water**, and **People**. Within these three areas, we have specific commitments and targets that provide clarity on the most important issues we seek to address through our solutions, supply chains, external partnerships, and management of our operations and businesses (see [ESG Scorecard](#)).



Climate

Food insecurity and climate change are inextricably linked. We must mitigate and adapt across the food system – particularly helping farmers, who are on the front lines of climate change. That's why our climate action includes aggressive measures to expand farmer-led adoption of regenerative agriculture and decarbonize how we grow, process, and move the world's food.



Land and Water

Effectively managing our planet's natural resources, including preserving critical ecosystems and water resources, is essential to ensuring we can continue to produce food for a growing population. It is also essential to enabling climate mitigation and adaptation. Our work is grounded in nature-based solutions and accelerated through partnerships with farmers, customers, industry groups, non-governmental organizations (NGOs), and governments.

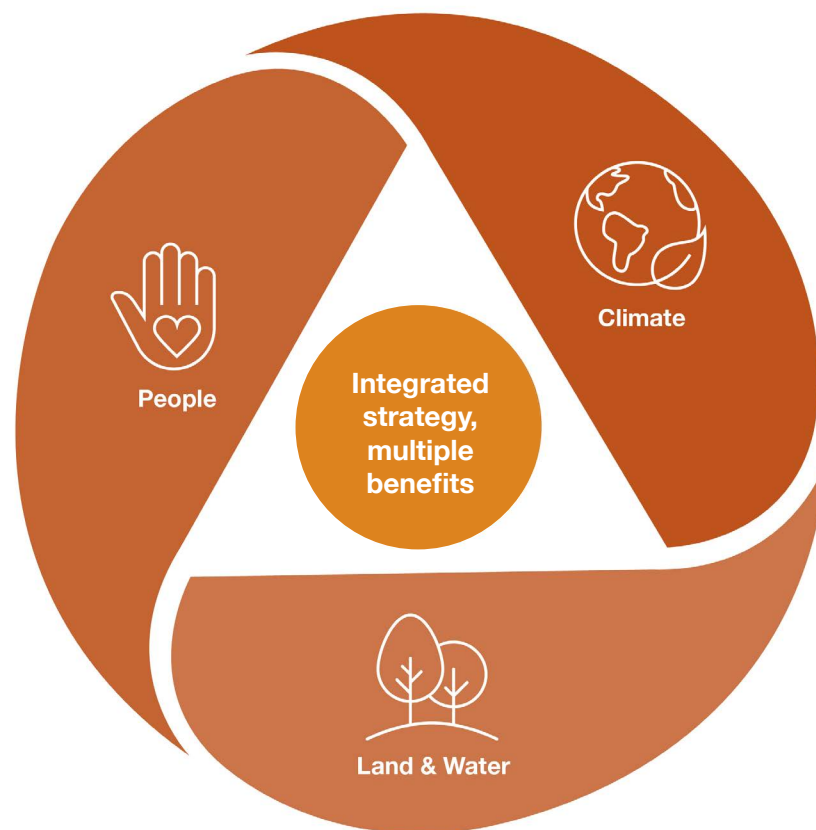


People

Our food and agriculture system must nourish the world. But to do that, we need to support the people who make it possible. Working alongside our employees, farmers, customers, and communities, we seek to improve livelihoods, and build a more equitable, inclusive, and resilient food system.

Our strategy

The global challenges across our focus areas of Climate, Land and Water, and People are interconnected. Our sustainability strategy is intentional in its approach to creating products, partnerships, and programs that have multiple benefits across our focus areas, allowing us to advance our ambition to deliver as much positive, collective impact as we can.



Our strategy was informed by a materiality assessment completed in fiscal year 2022. This assessment aimed to identify the most relevant ESG issues for our company, evaluating material topics based on their impact on the environment and society, as well as business and financial success. Our material topics are aligned to our focus areas of Climate, Land and Water, and People, and are used to guide ESG investment, measurement, and ongoing partnerships.

ESG governance, leadership, and collaboration

Sustainability is deeply ingrained in Cargill’s business strategy as a core driver of our customer value proposition, industry leadership, stakeholder expectations, and short- and long-term risk management. It is also woven into all elements of our business, including our commercial offerings, customer partnerships, and operational functions. And it starts at the top.

Overall responsibility for sustainability and ESG rests with the CEO, who also serves on Cargill’s Board of Directors. The CEO collaborates closely with the Chief Sustainability Officer (CSO) to evaluate and address ESG risks, opportunities, and impacts, guiding the company’s overarching business strategy and reporting practices. Reporting to the CEO, our CSO is entrusted with leading Cargill’s comprehensive ESG strategy and monitoring progress against ESG goals and targets. To fortify ESG governance and accountability, Cargill also has an executive-level ESG Governance Committee, chaired by the CSO, that monitors progress and assists in strategic planning and alignment across the company.

Stakeholder engagement

To drive systemic change across the food and agriculture system, we must collaborate with the stakeholders that influence all parts of that system. Given our role as a global connector, we have embraced the opportunity we have to bring together governments, peer companies, NGOs, and thought leaders to spearhead industry-wide transformation. Cargill has deep, oftentimes decades-long relationships with many of these organizations and industry players, such as CARE, the United Nations World Food Programme, World Central Kitchen, Save the Children, and World Resources Institute. Every day, we have people around the world engaging in dialogue with their counterparts and program partners – all working together toward common goals to improve our food and agriculture system. A list of key external partnerships can be found in the **Community Impact** section of this report.

About this report

This report summarizes our ESG policies, management approach, programs, and performance across our company. All information covers Cargill’s fiscal year 2023 (June 1, 2022 – May 31, 2023), unless otherwise noted. The report content was developed to align with our most material ESG topics and our sustainability strategy, focused in the areas of Climate, Land and Water, and People, and to highlight the environmental and social outcomes we are driving across our operations, supply chains, and the communities where we live and work. Additional information about our ESG performance can be found in the Appendix of this report as well as within the ESG scorecard.

The United Nations Sustainable Development Goals

Cargill is committed to supporting the **United Nations (UN) Sustainable Development Goals** (SDGs), which provide a shared blueprint for governments, businesses, and NGOs to galvanize action behind our world’s greatest challenges. As a participant of the UN Global Compact, we believe the private sector plays an important role in deploying innovative solutions and resources – and working with the public sector and civil society to deliver even greater impact.

We’ve aligned our sustainability strategy and targets with the SDGs (see our **ESG Scorecard**) and the **2030 Agenda for Sustainable Development**. Details around our impact, commitments, programs, and strategic partnerships with governments, NGOs, and other business leaders can be found in the corresponding sections of the report for each of the areas outlined below.

Our contributions to the SDGs

Climate	People	Community Impact
<p>7 AFFORDABLE AND CLEAN ENERGY</p> <p>13 CLIMATE ACTION</p>	<p><i>Farmer livelihoods</i></p> <p>1 NO POVERTY</p> <p>2 ZERO HUNGER</p> <p>5 GENDER EQUALITY</p> <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>1 NO POVERTY</p> <p>2 ZERO HUNGER</p> <p>4 QUALITY EDUCATION</p> <p>5 GENDER EQUALITY</p>
<p>Land and Water</p> <p><i>Land use</i> <i>Water resources</i></p> <p>15 LIFE ON LAND</p> <p>6 CLEAN WATER AND SANITATION</p>	<p><i>Human rights</i></p> <p>1 NO POVERTY</p> <p>5 GENDER EQUALITY</p> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p><i>Diversity, equity, and inclusion</i></p> <p>5 GENDER EQUALITY</p> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>10 REDUCED INEQUALITIES</p>	<p>6 CLEAN WATER AND SANITATION</p> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>10 REDUCED INEQUALITIES</p> <p>13 CLIMATE ACTION</p>
<p>15 LIFE ON LAND</p> <p>6 CLEAN WATER AND SANITATION</p>	<p>13 CLIMATE ACTION</p> <p>15 LIFE ON LAND</p>	<p>15 LIFE ON LAND</p> <p>17 PARTNERSHIPS FOR THE GOALS</p>

ESG scorecard

Fiscal year 2023



Cargill's purpose is to nourish the world in a *safe, responsible, and sustainable way*. We have set science-based targets and invested in bold action to deliver on our ambition. We are committed to reporting progress against those goals, and to expanding transparency about the impacts of our operations, products and services, and supply chains around the world. The following chapters within this report contain additional details around our progress against these targets. We are actively investing in and accelerating our progress against the targets that are listed as needs attention.

Key:  Needs attention  On track  Achieved

Climate

Our targets contribute to the following SDGs:






Target metrics	Status	Progress by end of fiscal year 2023
Scope 1 and 2 (Operations) ⁴ : Reduce absolute operational greenhouse gas (GHG) emissions 10% by 2025		-10.97% reduction ⁵ from 2017 baseline <div style="width: 100%;"><div style="width: 100%; background-color: #008080; color: white; text-align: center;">-10.97%</div></div>
Scope 3 (Supply Chain): Reduce global GHG emissions from our global supply chain by 30% by 2030, measured per ton of product		-0.43M MT CO ₂ e reduced ⁶ through supply chain sustainability programs

Land and Water

Our targets contribute to the following SDGs:



Target metrics	Status	Progress by end of fiscal year 2023
Transform our agricultural supply chains to be deforestation-free		
Eliminate deforestation across our agricultural supply chain by 2030		Please see the Sustainable Supply Chains section of Cargill's ESG report for detailed land use reporting. Each of our priority supply chains provides a dashboard of progress against key land use metrics
Enable a water positive impact⁷ in our operations, supply chains, and communities		
Operations: Implement water stewardship practices at all 72 priority facilities by 2025		Average implementation of water stewardship practices across all priority facilities <div style="width: 100%;"><div style="width: 78%; background-color: #008080; color: white; text-align: center;">78%</div></div>
Supply Chain and Communities: Enable a water positive impact in all priority regions by 2030		Progress toward enabling a water positive impact <div style="width: 100%;"><div style="width: 8.6%; border: 1px solid #008080; text-align: center;">8.6%</div></div>

⁴ Scope 1 and 2 refers to GHG emissions from our operations and from energy purchased from the grid, respectively. Scope 3 refers to upstream and downstream supply chain emissions.

⁵ Calendar year 2022 result. Our Scope 1 and 2 GHG inventory was verified at a limited level of assurance by S&P Global. Please see [Cargill's 2023 CDP Climate Response](#) ²³ for more information.

⁶ Cargill will report a percent reduction against baseline once we complete our full Scope 3 inventory. Please see [Cargill's 2023 CDP Climate Response](#) ²³ for more information.

⁷ Cargill defines a water positive impact as effectively improving watershed health by addressing the shared water challenges of availability, quality, and access to safe drinking water, sanitation, and hygiene (WASH), using an approach that is informed by our footprint and the severity of local water challenges.

ESG scorecard

Fiscal year 2023 continued

 Needs attention  On track  Achieved

People

Our targets contribute to the following SDGs:



Target metrics	Status	Progress by end of fiscal year 2023
Partner with farmers to help their businesses and communities thrive for generations to come		
Provide 10 million farmer trainings in sustainable agricultural practices by 2030		Attendance at farmer trainings since 2017 6.4 million
Improve nutrition and economic livelihoods by reaching 100 million people by 2030 through the production, promotion, and consumption of poultry		People reached 21 million
To be a respected global leader in diversity, equity, and inclusion		
Achieve gender parity in leadership by 2030 globally		Percentage of women in leadership roles toward our goal of 50% 34.8%
Build vibrant communities through partnerships, philanthropy, economic development, and employee volunteerism		
Invest 2% global pre-tax earnings to advance social and environmental impact priorities and support local communities ⁸		Donated across 70 countries this year \$115.5 million

⁸ Based on global, consolidated pre-tax earnings over a three-year trailing average.