



People

At the heart of our sustainability strategy are the people who help nourish the world – our employees, farmers, customers, and agricultural communities. They are the reason behind our efforts to build a more equitable, inclusive, and resilient food system – one that creates income and opportunity for the people who make it all possible.

Our approach

Cargill champions safety, equity, fairness, and opportunity – for employees, farmers, and other key partners who help produce and deliver food the world needs.

The people who power our global supply chains are the greatest asset we have in addressing food insecurity, climate change, sustainable land use, and other priorities. These include our more than 160,000 employees around the world, as well as the hundreds of thousands of farmers and ranchers from whom we source agricultural commodities that contribute to global food, feed, and fuel production.

Given the size and global reach of these populations, we’ve taken steps to operationalize our People efforts systematically throughout our businesses. We continually evaluate and optimize our programs and policies to respond to the evolving needs and expectations of our employees, farmers, and customers.



Our work contributes to the following SDGs:



We focus our efforts on five critical areas:

Health and safety

We are committed to protecting our people, treating animals across our supply chains with respect and dignity, and ensuring our food products meet rigorous safety and quality standards.

Diversity, equity, and inclusion

We are developing a diverse workforce and driving a culture of inclusion 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.

Human rights

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

Farmer livelihoods

We partner with farmers and ranchers to help their businesses and communities thrive for generations to come.

Health and safety

For Cargill, safety means protecting people and animals from harm throughout our supply chains and ensuring our food products are safe to eat. This requires an unwavering commitment from leaders, employees, and partners to comply with all health and safety laws in addition to our own strict programs and safety requirements, which often go beyond the requirements of the law. We're working to continuously improve our safety performance, establish aggressive safety goals, and recognize our people for improving safety processes.



Workplace safety

Our approach and progress

Our primary responsibility to our employees is their safety and wellbeing. Our goal, above all others, is to send everyone who works at Cargill home safely, every day. This commitment to safety starts with Cargill's executive team.

Our corporate Environment, Health, and Safety (EHS) function sets Cargill's global health and safety policy and management systems, which comply with all occupational health and safety requirements. Our operating businesses, in close partnership with EHS and our Business Operations and Supply Chain leadership, are responsible for the implementation of an aligned EHS strategy and adherence to its policies and procedures.

One way we measure our safety performance is through our reportable injury frequency rate (RIFR).²⁸

1.29 Reportable Injury Frequency Rate (RIFR) in 2023.

We have made significant progress in addressing labor challenges in a very demanding market; however, it's likely these pressures continued to impact our safety performance of the past year. While our immediate focus is on serious injury and fatality prevention – where we're seeing positive trends in our performance and safer ways of working – we also work continuously to strengthen our overall safety programs to prevent all injuries.

Cargill's executive team, as well as business leaders across the company, are held accountable to this safety metric and key safety performance indicators. These indicators are reviewed monthly and quarterly at the corporate level and at various levels within our businesses to gauge performance and identify opportunities for improvement.

Several years ago, we identified the 12 highest-risk activities across the company – such as rail car operations and performing electrical work – and designed a global program, called LIFEsavers, to address those risks. Each of the 12 LIFEsavers identifies specific risks, along with necessary processes, procedures, behaviors, and actions to help our employees perform these activities safely.



Protecting rail-car workers with remote-operated robots

To increase the safety of our workers at our export port terminal in Santos, Brazil, we leveraged remote-operated robots to move rail cars instead of traditional payloaders and tractors. This innovative approach has significantly mitigated the risks to workers from equipment movement and pedestrian contact. Additional benefits to using these robots in place of diesel-operated equipment are the reduction of greenhouse gas (GHG) emissions, as well as improved efficiencies through automation.

²⁸ As defined by the U.S. Occupational Safety and Health Administration, the Reportable Injury Frequency Rate (RIFR) 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.



Keeping our people safe when driving a vehicle

Over the past six years, we have strictly enforced a no-cell-phone policy for drivers and we continue to replace motorcycles in our businesses and operations with safer modes of transportation. Additionally, we are implementing more robust training programs for our drivers, and we are using various technologies to help improve driver safety. Across countries like Thailand, the Philippines, Vietnam, Indonesia, Australia, China, South Korea, India, Malaysia, and Pakistan, our drivers have experienced the advantages of in-vehicle monitoring systems and telematic technology, which is a method of monitoring vehicles through GPS and onboard diagnostics.

Presently, more than 2,000 Cargill drivers are benefiting from these technologies that analyze various driving behaviors, as well as the SOS services we provide in the event of a crash or other emergency. Our Safe Driver Policy also covers vehicle selection protocols, safety features education, ongoing training requirements, journey fatigue management, and certifications for our most frequent drivers.

“Nothing is more important at Cargill than sending everyone home safe, every day. That’s why we uphold an unwavering commitment to constantly evolving our health and safety programs, like our safe driver program.”

Hongfei Zheng

Cargill Animal Nutrition Group Leader, North Asia

Improving electrical safety

As part of Cargill’s commitment to prioritize safety and eliminate hazards associated with electrical work, we have continued to implement a comprehensive and enhanced electrical safety policy throughout our organization. Working across different businesses and geographies, we have successfully eliminated more than 600 instances of overhead power lines surrounding our facilities, mitigating a key risk area in electrical safety.

We have conducted more than 62,000 online training sessions, covering various elements of the electrical safety policy and procedures.

Mindful May:

Our global Mental Health Awareness Month campaign featured a centralized digital hub where more than 10,000 employees accessed tools, resources, and offerings – including a global webinar series, with additional regional options, covering topics ranging from inclusion and gratitude to social and physical wellness. Leaders and Business Resource Groups were equipped to champion mental health awareness and well-being through digital and in-person connections that empowered psychological safety and reinforced the importance of supporting mental health at Cargill.



Promoting employee wellness

Cargill is committed to putting people first through our focus on employee wellness. We offer a wide variety of flexible and inclusive programs – from physical health and emotional well-being to financial security – to help employees take care of their immediate needs, unexpected challenges, and long-term health. Our employee wellness programs are focused on the following four areas:

- **Physical well-being:** We offer flexible and comprehensive programs that enable employees and their families to cover basic preventive needs, stay physically healthy, and manage unexpected issues as they arise.
- **Mental well-being:** Mental health is foundational to overall well-being, which is why we provide free, confidential mental health programs for employees and their loved ones. We also provide leadership training and resources to help identify and address employee mental health needs, along with ongoing efforts to destigmatize mental health across Cargill.
- **Financial well-being:** We recognize the importance of designing compensation and benefits to meet our employees’ current needs and empower them to save for their future. Supporting employees with tools to help them achieve their financial goals means less time worrying about providing essentials while building a secure future.
- **Work/life well-being:** Our competitive paid time off options provide employees time to rest and recharge, flexibility to manage their day-to-day lives, and leave of absence programs to support them and their loved ones in the moments that matter most.

Product and food safety



Our approach and progress

True to our purpose of nourishing the world is a commitment to delivering food and feed that is safe to eat. We also recognize that food safety is fundamental to the trust customers and consumers have in Cargill and our products. We take a comprehensive, science- and risk-based approach to food safety in our policies, operations, and supply chains. This includes investing in processes and technologies that enable us to rigorously monitor all facilities and areas of risk, such as foodborne pathogens.

Food safety is a value shared by our customers, competitors, farmers, industry associations, and others in the food system, which is why we work collaboratively to advance food safety in the industry and share our innovations and best practices. One of the ways we do this is through our partnership with key organizations. For example, along with other member companies, this year we worked with the Alliance to Stop Foodborne Illness, a program of Stop Foodborne Illness, on a new video series and supporting resources designed to drive culture change around food safety.

Harnessing the power of data

Cargill is investing in innovative solutions that help empower and enable customers to surpass product safety, quality, and ever-changing regulatory demands. A key aspect of our advancement lies in building on our existing data insights platform to develop new technologies and processes that can harness the power of our data to predict and mitigate food safety risk. This year, we further refined and integrated a cutting-edge digital tool that employs a comprehensive risk modeling approach to analyze food safety-related data. This process includes gathering data from multiple internal and external sources and using the tool to filter relevant alerts that include contaminant keywords of concern. The results are analyzed by teams of risk experts to determine if escalation is necessary and if action is needed.

Our vision is to expand the scope of risks we monitor in the markets we serve holistically, further fortifying our robust food and product safety system. This evolution allows us to be better prepared, anticipate, and prevent compliance-related incidents that might not have previously been classified as high risk. Additionally, this enhanced approach has enabled more effective supplier management across our supply chains.



“Every day, thousands of Cargill colleagues around the world are working hard to ensure the safety and quality of our products. But it takes all of us, as well as our external partners and many others, working together to make our entire food system even safer, more reliable, and more sustainable.”

Sean Leighton

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

Animal welfare



Our approach and progress

As part of our purpose to nourish the world in a safe, responsible, and sustainable way, we understand and embrace our responsibility to treat animals with respect and dignity. The proper care and handling of animals is critically important as the global population and demand for nutritious, affordable, and high-quality protein increases.

Cargill takes pride in being an industry leader in animal welfare, and we maintain high standards for our suppliers and ourselves. We have strict animal welfare guidelines in place, and we maintain a zero-tolerance policy on animal abuse among our employees as well as with our suppliers, transporters, and others within our supply chain.

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 goes beyond the globally recognized framework for animal welfare, the Five Freedoms – and promotes positive mental states through nutrition, physical environment, health, behavioral opportunities, and overall mental well-being. For additional details on our practices and progress, see the [Appendix](#).



“Cargill has long been an industry leader in animal welfare. Our work together over many decades has improved both animal welfare and our understanding of animal behavior. The management at Cargill had both the vision and the right team to successfully collaborate with me to install the first center track restrainer ². The piece is now an industry standard that greatly improved animal welfare.”

Dr. Temple Grandin

Author, speaker, and Colorado State University Distinguished Professor

Improving beef cattle welfare

Since the early 1990s, Cargill has worked with animal welfare experts at Colorado State University, including Dr. Temple Grandin, to improve the design of our cattle processing facilities with the goal of reducing animal stress and improving comfort as much as possible. Most recently, Cargill has been collaborating with Dr. Lily Edwards-Callaway of Colorado State University on research initiatives to enhance beef animal welfare during the slaughter process, which is the only time in the life cycle that cattle are under our care and where we can directly improve their well-being. From optimizing pen space to providing shade to assessing the flooring used in pens, we are leveraging our learnings to better understand what practices help meaningfully improve the comfort and welfare of cattle while in our care. Through these efforts, we seek to continuously improve animal welfare across the industry and promote engagement among employees involved in the slaughter process.

Diversity, equity, and inclusion

Our approach and progress

To build a stronger and more resilient food system that can feed the world, we focus on inclusion and equity to build the capacity of our teams and suppliers. That begins with the people who work across Cargill's entire value chain – from the farmers, ranchers, and agricultural communities we source from, to the employees who work directly with them, as well as in our elevators, plants, labs, and offices.

We focus our diversity, equity, and inclusion (DEI) strategy on our workforce, workplace, and marketplace by creating equitable access and opportunities across our operations and supply chains. Inside our company, we are committed to diversifying our team globally through gender parity and regionally by identifying and working to advance underrepresented minorities in leadership.



We are also maintaining our focus on addressing anti-Black racism in Brazil and the United States, which exists due to deep historical roots and persistent systemic issues. We continue to advance programs like the **Black Farmer Equity Initiative**²⁹, which launched in 2021.

Globally, we are expanding supplier diversity with a focus on women's empowerment and providing significant support to community partners and NGOs. We are also working alongside our customers and regional leadership to create more equitable and inclusive partnerships with producers and agricultural communities. Our executives have specific DEI aspirations and provide quarterly updates on progress. We recognize the need to strengthen our DEI efforts and are broadening the measures we are looking at and holding leaders accountable to, including representation, inclusion, and advancement metrics.

+7%
above Fortune 100 companies on our DEI Index (81% favorable)

100%
Human Rights Campaign Corporate Equality Index score for the 18th year

\$70 million
invested over the past two years to make our facilities more inclusive

~\$1 billion
spent with diverse suppliers

We're proud of the progress we've made toward our goal to achieve gender parity in leadership by 2030 globally, which is now at nearly 34.8%. We have also maintained global pay equity for women and U.S. minorities.²⁹



Encouraging involvement through Business Resource Groups

Cargill fosters an inclusive work environment through Business Resource Groups (BRGs), dynamic networks of employees actively championing the recruitment, retention and advancement, and recognition of our global workforce. These BRGs actively engage in a multitude of activities, such as organizing and participating in local events, engaging members and allies, collaborating on special projects, volunteering in community initiatives, and more. By creating a platform for employees to connect and learn, our diverse range of BRGs contribute to an environment that celebrates and supports the professional development and well-being of employees.



“We believe equitable access to opportunities creates meaningful impact in our workforce, workplace, and marketplace.”

Stephanie Lundquist
Chief Human Resources Officer,
Cargill

²⁹ After considering appropriate factors expected to influence an individual's pay such as country, job family, pay band, and tenure, men and women in professional roles performing the same or significantly similar work are on average paid the same.

Opening doors for careers at Cargill



This year, we introduced the Cargill Career Starter Apprenticeship program, a 12-month “earn and learn” model that combines on-the-job training in Cargill’s U.S. offices with technical and durable skills development. The apprenticeship program was created to help candidates upskill and achieve upward mobility without the requirement of a bachelor’s degree. After completing the program, including one year of education and one year of work experience, apprentices become eligible for professional-level job opportunities, contributing to our diverse and skilled talent pool. Our inaugural class included 14 apprentices at three Cargill locations.

“My apprenticeship has been an inspiring journey of learning and growth. I find myself surrounded by a supportive community of mentors and colleagues, who have shared their wisdom and expertise.”

Debra Chepkemoi
Cargill Data & Analytics Apprentice

Building inclusive facilities

As part of our efforts to achieve gender parity and promote equality, Cargill is furthering our commitment to create inclusive facilities that provide safe, accessible, and convenient spaces. Spurred by the work of our Women in Operations program, we have made significant investments to enable Cargill locations to have restrooms, lactation rooms, quiet rooms, breakrooms, and parking spaces exclusively for pregnant, disabled, and/or elderly employees. Our goal is to be industry-leading in terms of inclusivity and meet the highest standards for facility design. Through benchmarking and ongoing surveys, we seek to continuously improve and monitor the progress of facilities worldwide.

Creating opportunities for diverse communities

To provide greater equity and access for the diverse communities in which our employees live and work, we foster relationships with local organizations that share and help advance our goal. In the Netherlands, our team works with Giving Back, an organization that supports first-generation students with mentoring programs, where our Cargill employees serve as mentors. Since the partnership began in 2015, more than 50 Cargill employees have mentored a student, with a minimum commitment of one to two years. In Türkiye, our local teams collaborated with the Turkish Education Foundation (TEV) to launch the award-winning Women Leaders of the Future Program with the aim of developing future women leaders. Since beginning the partnership in 2021, more than 125 women from 30 universities across 16 cities were provided with opportunities to acquire the necessary skills for leadership in the business world, such as scholarships, internships, mentorship, and on-site training at production facilities. The program receives mentorship support from nearly 50 dedicated Cargill volunteers.

Expanding support for Black farmers in the U.S.

Cargill launched the Black Farmer Equity Initiative in 2021 to address the significant decline of Black farmers in the U.S. and the legacy of systemic inequality. The program focuses on partnering with producers to operationalize equity across the food and agriculture system. Farmers represent a range of priority supply chains – from beef to corn and cotton. This year, through the initiative, we partnered with Target to support a line of T-shirts sourced from cotton grown by Black farmers. Additionally, we also launched a new program with the National Minority Supplier Development Council to help connect Black farmers to markets, capital, information, and technology across several supply chains.



Employee training and development

Our approach and progress

Cargill is committed to investing deeply in our people, providing employees with access to learn, grow, and maximize their potential. We believe the investment in learning helps our employees advance their careers at Cargill, strengthens our business capabilities, and allows us to better serve our customers.

We make high-quality learning resources available to 100% of our professional workforce through comprehensive digital learning platforms as well as in-person training. This enables our employees to customize their personal knowledge journey at their own pace – choosing training for the skill sets that best serve them now and in future roles – and take advantage of collaborative learning opportunities where they can practice what they learn with colleagues and instructors. These trainings cover a broad range, from leadership development and unconscious bias to commercial, digital, and data skills.

We are also continuing to invest in new ways to engage employees who work in our production facilities, providing critical training and education to support a safe, productive, and highly skilled workforce. We work closely with our plant supervisors in developing our frontline team members and are also working to equip these supervisors with the skills and tools needed to coach their teams and be successful people leaders.

Growing leadership skills in our plants

Our ability to deliver nutrition to farm animals, ingredients to customers, and daily essentials to families is directly tied to the tens of thousands of colleagues working in our plants around the world. This year, we launched our Powered by Plants program to improve the employee experience and strengthen our plant culture.

Through this program, we are also investing in the leaders who coach and guide this important part of our workforce including through the introduction of two new training solutions: Leading People and Leading Leaders.

“ [Leading People] was such an amazing training. It really parallels with our biggest value here at Cargill which is putting people first.”

Allen Edwards

*Cargill Protein Business Operations & Supply Chain
Training Lead*



Human rights

Our approach and progress

Human rights are fundamental at Cargill. We are committed to respecting the human rights of all Cargill employees and all those whose lives and livelihoods we impact. This commitment is a part of Cargill's culture – it is rooted in our **Guiding Principles** [↗] and part of our values of doing the right thing and putting people first.

Our **Human Rights Policy** [↗] outlines our commitment to respecting internationally recognized human rights as well as our approach to addressing our most pressing, or salient, human rights issues. To effectively address human rights issues, we need to continuously evolve our approach to achieve long-lasting change.

This year, we refreshed our policy, providing clarity on the salient human rights issues affecting our operations and supply chains, as well as details on our governance and Human Rights Due Diligence (HRDD) process. We also designed an interactive training program to better equip Cargill employees with the skills needed to identify and assess human rights risks. One general training pathway introduces key components of our strategy, and three advanced-level trainings offer in-depth guidance on the topics of child protection, responsible recruitment, and land rights.

Our efforts go beyond our own operations and supply chains to local communities where we operate. This community-driven approach helps us address the root causes of our salient human rights issues.

Cargill's salient human rights issues

Forced labor

We do not tolerate the use of any form of forced labor – including prison labor, indentured labor, bonded labor, and any forms of modern slavery or trafficking – anywhere in our own operations and supply chains. We will act to eliminate any form of forced labor from our own operations and supply chains.

Child labor

We work to eradicate child labor from our operations and supply chains. Child labor is defined as work that is mentally, physically, or socially dangerous or that deprives children under the legal working age the opportunity to attend school.

Land rights

We are committed to respecting land resources and tenure rights for everyone, especially for indigenous people, local communities, and ethnic or minority groups, and observe the principle of free, prior, and informed consent as a core element to protect those rights.

Health and safety

We are committed to a culture in which we put our people first and conduct our business activities in a manner that protects the health and safety of those whose lives we touch.

Fair wages and working hours

We are committed to providing competitive, fair, and equitable pay. We are also committed to improving workers' well-being through a safe and healthy working environment, which includes adherence to applicable working-hours laws, including overtime.

Worker voice

We are committed to equal opportunities. We do not tolerate harassment or violence in any form, and we prohibit discrimination against any worker or applicant. We respect the right of workers to form or join a legally recognized labor organization.

Cargill’s Human Rights Due Diligence (HRDD) process

As a business operating across diverse supply chains and regions, we have the ability – and responsibility – to address human rights issues. We conduct human rights due diligence to understand where our business activity and relations pose the greatest risk to people, and we prioritize our actions accordingly. Our four-step HRDD process helps us identify and address negative impacts where they occur and remediate those we have caused or contributed to.



Protecting land rights in Côte d’Ivoire

Our commitment to respecting land rights includes helping farmers secure tenure rights to their land through legally recognized documentation. In Côte d’Ivoire, many cocoa farmers don’t have the documents to show that they have user or ownership rights to the land on which they live and work, leading to a lack of security and investment – which in turn impacts their productivity, livelihoods, and future incomes. The Côte d’Ivoire Land Partnership program (CLAP) is changing that by bringing together agtech company Meridia, the Ivorian and Dutch governments, the German Cooperation, and cocoa industry companies including Cargill, which joined the partnership in 2022. Through this program, stakeholders are working to help farmers gain official land certificates or contracts, which is otherwise a challenging and expensive process.

In 2022, CLAP delivered the first 130 land-tenure documents to cocoa farmers covering 580 hectares, with more than 40% of the beneficiaries being women. The target is to deliver 9,000 documents to cocoa farmers supplying partner companies by 2024.



Recruiting responsibly in our operations

Since 2008, Cargill's Canadian beef protein facilities have recruited more than 1,000 skilled migrant workers from outside Canada, with the majority from the Philippines. We align with the ethical recruitment principles identified within the International Organization of Migration, and because we believe that these workers can be valuable members of our business and our local communities long-term, we screen for workers that will meet the requirements for permanent residency in the future. We also invest time and resources in enabling a smooth transition for these workers, connecting them to affordable housing and making them aware of community resources and local services. In addition to providing on-the-job training, we also recruit experienced migrant workers who are already trained in skilled labor, specifically industrial butchers and meat cutters, which is helping to fill a skills gap in the local workforce.



Recruiting responsibly in our supply chains

In Malaysia, Cargill works with Earthworm Foundation to help companies in our palm oil supply chain improve their labor and human rights practices through the Labor Transformation Program. The program's goal is to generate long-term engagement with suppliers and improvement on

social issues prevalent in the Malaysian palm oil industry, including recruitment practices, employment contracts, grievance mechanisms, freedom of movement, freedom of association, wages and working hours, health and safety, and access to safe accommodation. In 2022, the third year of implementing this program, we engaged with three high-volume mills on ethical recruitment and other key topics. A positive impact from these mill engagements has been the return of workers' travel documents. Suppliers now have continuous improvement plans – informed by observations and findings from the engagements – to guide them in addressing labor issues within their operations.

Reinforcing supplier procedures

This year, following an industry-wide investigation by U.S. authorities over child labor in the country's meatpacking facilities, allegations surfaced that a contractor of ours that provides plant sanitation services had employed individuals under the legal working age at our sites. While these allegations did not involve claims of misconduct against Cargill, we took immediate actions to review and improve our processes once we learned of the investigation. We also provided notice of termination to the contractor for all sanitation services across our operations. Following this incident, we are also reinforcing our stringent supplier verification procedures with the addition of new protocols in our North American protein business, including a visual inspection requirement by our management team of suppliers' employees on our worksite to identify age concerns, along with investigation and follow-ups on any concern noted. Additionally, we have added social responsibility audits to our supplier engagements, which include interviews of suppliers' employees.

Farmer livelihoods



Our approach and progress

Farmers are the center of our food system and play a fundamental role in addressing global challenges like climate change and food insecurity. This is only possible when sustainable solutions are economically viable for the producers who work hard every day to feed the world.

Cargill partners with farmers to help their businesses and communities thrive for generations to come. Our goal is to work with farmers to maximize productivity and profitability while protecting the environment and supporting a sustainable supply chain that delivers value to our customers.

Our goal:

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

6.4
million

Total trainings since goal was set in 2017

10
million

2030 goal

Our commitment

This year, we developed a new strategy for supporting farmer livelihoods focused on three key areas:

- **Profitability** of the farm: We work with farmers to increase their productivity and sales. We support farmers in making their farms more efficient, expanding access to finance and markets, and diversifying and growing their incomes to better manage risk.
- **Inclusion** in the supply chain: Diverse supply chains are stronger supply chains. We work toward more diverse and equitable supply chains by supporting land rights and tenure and empowering as well as creating 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 that support soil health, as well as practices to improve animal health.

Our strategy was developed based on farmer insight, customer analysis, industry best practices, and other stakeholders. We focus our efforts in areas that support financing to farmers' goals and business objectives, as well as programs that can maximize potential impact by delivering multiple benefits across other priorities, such as climate action, sustainable land use, and diversity, equity, and inclusion in our supply chains.



Profitability

One of the ways we are increasing profitability for farmers is by improving market opportunities and providing avenues for income diversification. The Hatching Hope Global Initiative, co-founded by Cargill and Heifer International, aims to do that by providing small- and mid-size farmers, many of whom are women, with the necessary training and resources to feed and care for chickens and help bring poultry products to local markets. Globally, the goal of Hatching Hope is to improve nutrition and economic livelihoods by reaching 100 million people by 2030 through the production, promotion, and consumption of poultry. Since launching Hatching Hope in 2018, the program has reached 21 million people.

Another avenue for improving farmers' profitability is providing access to finance. Cargill extends its support to farmers of all scales by providing financing to help them grow their businesses, including prepayments and other types of credit. This year in North America, we provided \$17 million in financing to U.S. corn and soybean farmers, and also partnered with Farm Credit Canada to provide financing to Canadian farmers for crop inputs. See more examples of our approach in the **Strategy** section of this report.



Inclusion

Building more diverse supply chains requires educating and empowering community leaders. Through initiatives like the Coop Academy, Cargill provides on-the-job development for cocoa cooperative managers – many of whom are women. Launched in 2013 in partnership with TechnoServe, the program has graduated 700 leaders from 70 cooperatives, with an additional 700 expected to receive diplomas by the end of 2023. The program also focuses on gender equity through a community development program, which has helped more than 2,000 women establish income-generating activities – 93% of whom saw their incomes increase as a result.

Our commitment to inclusion also extends to increasing the participation, profitability and productivity of farmers who face barriers due to racial inequity in agriculture. The Black Farmer Equity Initiative, launched by Cargill in 2021, is working to connect Black farmers in the U.S. to markets, capital, information and technology across a number of supply chains – from beef and poultry to cotton and corn. See [Diversity, equity, and inclusion](#) to learn more about the actions we are taking

Resilience

Regenerative agriculture is a way of farming that builds climate resiliency into farm operations. As we move forward in our vision to make regenerative agriculture commonplace across our global supply chains, one initiative we are drawing key learnings from is our 1000 Farmers Endless Prosperity program in Türkiye. Now in its fifth year, the program has grown well beyond its name, engaging more than 5,000 corn, sunflower, and canola farmers, and covering more than 50,000 hectares. The program equips farmers with training, digital agriculture tools, and consultancy services focused on regenerative agriculture. Farmers are employing practices that improve climate resiliency and have also seen their yields increase by up to 20%.

Cargill also leads a consortium of public-private partners through **TRANSFORM** [↗], a USAID-funded activity working to strengthen the global health security agenda. More than 70% of emerging infectious diseases are zoonotic, which means they are transmitted from animals to humans, while transboundary diseases can spread among animals and decimate flocks and herds. Through TRANSFORM, Cargill is working to reduce the global risk and impact of emerging infectious disease threats by preventing avoidable outbreaks across four value chains in Kenya, India, and Vietnam. By taking a systems-based approach to addressing diseases at the source, conducting research to optimize health of local animal species, and partnering with farmers to increase biosecurity and farm management practices, Cargill is building farmer resilience and improving public health. Since March 2021, TRANSFORM has trained more than 29,000 farmers on biosecurity measures and reached more than 400,000 farmers through Social Behavior Change Communications (SBCC) campaigns.



“I’m glad that I participated in this program because there are serious differences between the farming I did before and the farming I did after. We were able to understand how important sustainable agriculture is in all senses.”

Ilker Sigo

*Clover and sunflower farmer in the Balıkesir neighborhood in Türkiye and **1000 Farmers Endless Prosperity** [↗] program participant*

Women play a central role in farming communities, connecting food to tables worldwide, but many lack access to sufficient income, job opportunities, and education.

Cargill recognizes the importance of empowering women and girls, and by investing in gender-focused initiatives, we have witnessed positive impacts on agricultural productivity, income, food security, and education within communities. For example, through the Cargill and CARE program Nourishing the Future in Central America, we saw diversification and improvement in household income, and stronger market linkages. Over the last three years, the program reached more than 1.4 million people directly and indirectly, including more than 900,000 women. As a result, market participation for women increased at a regional level by 16.8%.

Also, through the Awale Program, we are partnering with TechnoServe with the aim of fostering entrepreneurship skills and creating income-generating opportunities for women and youth surrounding the SOCABB cocoa cooperative in Côte d'Ivoire. These efforts resulted in a 56% increase in income compared to the baseline for participants and a more than \$6 return on investment for every dollar invested in each beneficiary by the program.

Ely's restaurant



Elisa “Ely” Alvarado, a small business owner from Honduras, was able to achieve her dream of opening a restaurant through the Nourishing the Future initiative.



Spotlight

Advancing gender equity and women's empowerment

This work cuts across our focus areas contributing to:



Photo credit: CARE