

# People

At Cargill, we are powered by people — our supply chain, farmers, customers, communities, and the 155,000+ employees around the world working to meet our business goals. Across the globe, we focus on their safety, well-being, and prosperity so that we can achieve our purpose of nourishing the world.

87%

of employees have positive levels of engagement

7.7 million

farmer trainings delivered since 2017

36.2 million

people reached through the Hatching Hope program since 2018

# Our approach

People drive agriculture forward. We know that our employees, farmers, communities, and customers expect us to create a positive workplace and stable supply chains. We take an integrated approach to keeping our employees and customers safe, advancing farmer livelihoods, and addressing human rights to continue building a more resilient food system.

# Health and safety

At Cargill, our most important commitment is to the health and safety of our people. That's why we implement robust health and safety policies and practices that foster safer, healthier work environments to support the overall well-being of our teams. By fostering safer, healthier work environments, we support the overall well-being of our teams.

Equally, our customers rely on us to consistently deliver safe, high-quality food products. Through rigorous standards and quality control processes, we work to ensure every product meets our safety expectations.

## Keeping our people safe

Cargill's workplace health and safety policy is centered around the critical work and associated risks our teams encounter every day. We identify and eliminate workplace risks through data-driven analysis and systematic planning, and when risks cannot be eliminated, we implement reliable controls to ensure safe work execution. In addition, we encourage employees and contractors alike to speak up or act when appropriate to address unsafe conditions or situations.

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

Foundational programs like **LIFEsavers**, Safe to Start, and See/Say/Stop support our ongoing efforts to eliminate serious injuries and fatalities.

of advanced technologies, ongoing competency development, and stronger employee engagement have helped maintain and reinforce these gains, embedding ergonomics into everyday operations. These improvements result from more rigorous training and competency building, academic partnerships, technology solutions, and employee input.

### Safe to Start

Safe to Start is a global safety program that uses data and the experiences of our people to identify critical work risks and eliminate them, or implement rigorous controls, so the work can be done safely. In Thailand, for example, Cargill installed automated opening systems for tanker truck lids, allowing employees to operate the bulk-truck lids from the ground rather than working at dangerous heights.

## Reportable injury frequency rate (RIFR)

At Cargill, we continuously improve and refine our safety practices to deliver on our goal of sending everyone home safely every day. Since the launch of a formal ergonomics program in 2009, North America has achieved a 69% reduction in ergonomic reportable injury frequency rate (e-RIFR) and a 67% decrease in total reportable musculoskeletal disorders (MSDs). These results demonstrate not only the program's long-term effectiveness but also its continued relevance and sustainability. In recent years, the integration

# 1.19

our company-wide RIFR<sup>1</sup> in 2025

<sup>1</sup> RIFR: As defined by the U.S. Occupational Safety and Health Administration, the reportable injury frequency rate measures total recordable injuries per 200,000 hours worked. This metric at Cargill includes all injuries, not just those that result in lost workdays.



## Advancing food safety and quality

At Cargill, food safety means maintaining the highest standards so our products support the health and well-being of people and animals. We advance food safety through comprehensive collaboration with partners, an approach that is fundamental to our values at Cargill and essential for maintaining customer and consumer trust.

Our strategy centers on standardizing, automating, and modernizing food safety, quality, and regulatory processes. This focus drives three outcomes: improving compliance, reducing incidents, and streamlining how we manage risk.

We leverage innovative technology-enabled tools that simplify operations and enhance real-time decision-making. For example, the Cargill Hazard Alert System™ is a modern, data-driven tool that leverages multiple data sets to detect emerging risks to help both Cargill and customers stay ahead of food safety concerns before they impact consumers.

Our responsibility extends beyond our company to all consumers. As an industry leader, we actively share best-in-class practices and insights from our tools and systems to strengthen food safety across the sector.

### Food Safety Awards

- McDonald’s Global Digital Award
- Cargill Kurkumbh plant received 15th CII Food Safety Award

# Workforce

Cargill is at its best when we create an environment where every employee can grow, contribute, and thrive. Nourishing the world is a big responsibility, and we need the best talent and a world-class culture to deliver for our customers and communities every day. This includes our commitment to ensure all employees have access to opportunities and feel a true sense of belonging at work.

“Our teams around the world are an essential part of the global food system. With over 150,000 employees in 70 countries around the world, our strength has always come from hiring, developing, and retaining the best people, and creating an environment where talent, hard work, and ambition are met with access and opportunity for all.”

**Stephanie Lundquist**  
Chief Human Resources Officer  
Cargill



## Employee attraction, engagement, and retention

We create a workplace where well-being and belonging fuel engagement, helping us attract and retain top talent and build high-performing teams equipped to reach their full potential.

Inclusion is part of who we are and how we work. For leaders, this means embedding skills like allyship, coaching, performance-based feedback, and psychological safety into leadership development. And since everyone plays a role in creating an inclusive workplace, we provide educational opportunities and offer nine global business resource groups open to all employees to foster community and connection.

Global BRG events generated more than 5,400 learning hours across the organization during fiscal year 2025, raising awareness, sparking curiosity, and building greater understanding. In addition,

our fourth annual Day of Inclusion engaged over 7,500 employees across five continents in more than 20 languages.

We believe career growth should be accessible to everyone. We are proud partners in the **Global Alliance for YOUth** — a business-driven movement of like-minded organizations, created and co-founded by Nestlé, to help young people around the globe gain the necessary skills to thrive in the world of work — today and tomorrow. Along with other partners, we’ve helped provide over 40 million professional development opportunities for people all over the world ages 18 to 29, including job experience, educational programs, and entrepreneurial support.



### Appreciating our employees

Recognizing and celebrating our people is a powerful way to strengthen engagement and retention across our global workforce.

**Cargill’s Breakthrough Awards** celebrate teams delivering breakthrough innovations for our customers, employees, and the communities where we live and work, enabling us to deliver on our strategy while demonstrating our values and behaviors.

**Plant spotlights** showcase frontline teams in each global townhall, traveling virtually around the world, from a palm plantation in Indonesia to a salmon feed facility on the coast of Norway. During the spotlights, we hear directly from our teams about how they are advancing safety, inclusion, and sustainability at their locations while engaging employees, serving customers, and supporting communities.

## Employee engagement survey results

# 87%

of employees have positive levels of engagement

Fortune 100 average is 81%<sup>1</sup>

# 80%

of employees agree that we are creating an inclusive workplace

Fortune 100 average is 74%<sup>1</sup>

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



## Training and development

Cargill invests in our people, because when they grow, our business grows, too. Together with our global businesses and functions, we identify the most strategic development needs to create high-performing teams that drive business results.

This year, we launched three new cohort-based leadership programs, which cover a broad range of topics, including building high performing teams, feedback and accountability, financial acumen, inclusive leadership, and talent development. We created learning opportunities for AI skill development with over 5,000 participants so far and GenAI adoption rising to an average of 1.4 million prompts per month. In addition, we continue to make high-quality learning resources available to 100% of our professional workforce through our comprehensive digital learning platforms, which enable employees to customize their learning at their own pace.

For our frontline plant employees, Cargill delivered more than 500,000 training hours in quality, safety, and operational excellence in 2025. We also reached more than 23,700 employees through learning opportunities focused on creating a more inclusive workplace.

# 1.1M+

training hours completed globally

# 5,000+

employees trained in using generative AI

# 3,400+

leaders trained worldwide on creating safe, inclusive, and engaging workplaces while driving high performance

## Embedding inclusion into our talent practices

- Our **hiring practices** include diverse selection panels and training to help make hiring, feedback, and promotion processes more consciously inclusive.
- Our **employee engagement practices** enhance belonging by regularly listening to what matters to our employees and managers and empowering them with resources to consistently live our values and behaviors.
- We integrate bias checks in **performance management** and **talent discussions** to prompt reflection and accountability in critical decision-making moments like performance reviews, succession planning, and leadership development.

## Well-being

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



## Our benefits



### Physical well-being

Our range of programs helps employees and their families cover essential and unexpected health needs. For example, in 2025 we introduced a new program through Hinge Health that offers access to virtual physical therapy and personalized exercise therapy for eligible U.S. employees and their families who suffer from muscle and joint pain.



### Mental well-being

Cargill offers free, confidential mental health programs for employees and their families, as well as training and resources to help identify and address their personal needs. Besides offering global Employee Assistance Program (EAP) resources such as stress management, legal assistance, financial coaching, and more, Cargill extended its global EAP services to include post-employment counseling for individuals affected by workforce reductions.

In 2025, Mental Health Awareness Month at Cargill focused on the theme *Turn Awareness into Action*, using the ASK (acknowledge, support, and keep in touch) approach. Employees around the world shared how they will ASK to support the mental health of themselves and others, posting their pledge to the psychological well-being community of our company's digital employee experience platform, reaching over 53,000 colleagues.



### Financial well-being

Our company recognizes the importance of providing competitive, fair and equitable pay and benefits, including a living wage that supports our employees and their families. It's the reason why we continuously evaluate and adapt our offerings as our employees' needs evolve. In times of personal crisis or disaster, our Cargill Cares Employee Disaster Relief Fund provides additional financial assistance to help employees manage unexpected hardships. Available to all active part-time and full-time employees globally, the fund supports short-term recovery needs such as temporary housing, food, or transportation. Since 2020, it has awarded more than 42,000 grants – made possible by contributions from both Cargill and our employees.



### Social well-being

At Cargill, we provide employees time to rest and recharge and flexible options to manage their day-to-day lives and support their loved ones. We design our workplaces to foster open communication and collaboration, and our digital employee experience platforms enable connections across global employees. In addition, we recognize our employees through our comprehensive, customizable toolkit for local engagement and recognition.

Cargill actively supports and encourages employees to volunteer time and expertise to the communities where we live and work. Employees can use their paid volunteer time off benefit, which contributed in part to more than 77,000 global employee and alumni volunteer hours last year. That's the equivalent of more than 8.5 years of time invested into local communities.

# Human rights

At Cargill, we put people first, reach higher, and do the right thing. That includes protecting the human rights of those whose lives and livelihoods are connected to our business — across our operations, supply chains, and the communities where we live and work. We are guided by respected international standards, including the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the International Labour Organization’s Fundamental Principles and Rights at Work. We are also a signatory of the United Nations Global Compact.

In addition to our codes, policies, and procedures to manage risk, Cargill also completes risk assessments, takes preventative measures, and remediates risk as needed. We have been working to enhance our **due diligence processes** for our own operations and supply chains to identify and manage risks. This includes developing a methodology of due diligence for risk management in countries and value chains where we operate that present particularly high, systemic risks, and as required by applicable laws. Since certain countries pose heightened human rights risks, such as child and forced labor, we employ digital analytics and field assessments to preemptively identify, mitigate, and remediate these concerns.

Our approach aligns with Cargill’s **Human Rights Policy**, **Supplier Code of Conduct**, and internationally recognized frameworks, including the OECD Guidelines for Multinational Enterprises, the OECD-FAO Guidance for Responsible Agricultural Supply Chains, and the OECD-FAO Business Handbook on Deforestation and Due Diligence in Agricultural Supply Chains.

Read **Cargill’s Human Rights and Environmental Due Diligence Policy**, which outlines our process for identifying and managing human rights and environmental risks.

## Securing futures in cocoa regions

Securing birth certificates for children in cocoa-growing communities enhances access to education, helps reduce child labor, and lays the foundation for long-term economic success — benefiting not just individual children, but entire communities.

Since 2018, our collaboration with local authorities, cocoa cooperatives, and other partners in Côte d’Ivoire has supported the creation of systems for early birth declaration in remote communities — significantly boosting birth registration rates. These efforts have enabled the issuance of over 20,000 birth certificates to date, including approximately 1,000 in fiscal year 2025.

This work is one of many ways we’re advancing education opportunities for youth in cocoa-growing regions — including through our partnership with the **International Cocoa Initiative**.



# Human rights due diligence process

Cargill's Human Rights Due Diligence (HRDD) process involves a four-step approach to identify and assess, act, track, and report human rights risks.

In prioritized regions and supply chains, we begin by identifying risks tied to geography, commodity, and sector. Based on that analysis, we conduct deeper assessments to evaluate specific supplier and operational risks. These results inform how we develop action plans with suppliers, address potential issues in our own operations, define preventive strategies, and maintain high standards of safety, sustainability, and compliance.

## Cargill's salient human rights issues:

- Forced labor
- Child labor
- Land rights
- Fair wages and working hours
- Worker voice
- Health and safety
- Equity and women's empowerment

## Human rights governance and policy framework

### Reporting and analytics

We monitor our progress, identify areas of improvement, and report outcomes. This allows us to compare initiatives, track salient issues, and ensure that our actions are data-driven and aligned with our values.

### Communications

We actively share information about our policies, risk assessments, and progress on salient issues, both internally and externally, supporting transparency with both internal and external stakeholders.

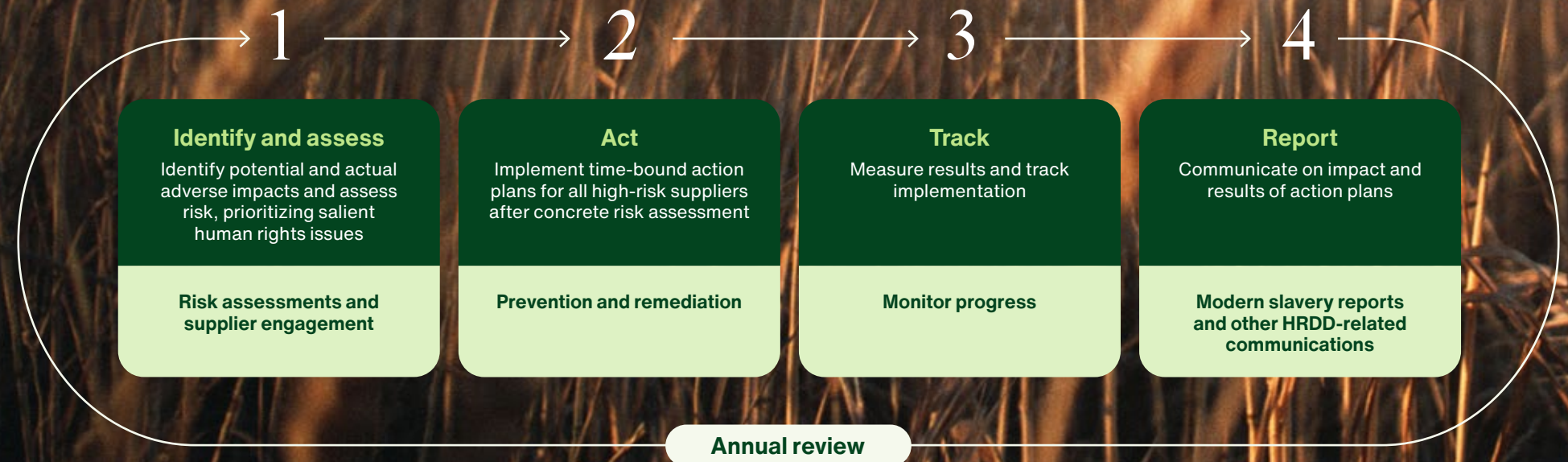
### Training and capacity building


Our employee training is designed to build awareness and capability across relevant teams, educating on the HRDD process.

### Stakeholder engagement

Cargill engages with employees, customers, policymakers, suppliers, and communities to understand their priorities and, where possible, incorporate their input into our decisions and initiatives.

## Human rights due diligence process



 **CONNECTING THE DOTS**  
Global

## How improved water access unlocks opportunity

Access to clean water and sanitation is a powerful enabler of opportunity — especially for women and girls. Around the world, they are most often responsible for collecting water and caring for family members when waterborne illness strikes. Improved water access can translate into greater time and opportunities for education, work, and leadership. At Cargill, we partner with organizations advancing gender equity through water, sanitation, and hygiene (WASH) solutions tailored to community needs — transforming water from a daily burden into a foundation for empowerment.

### Global Water Challenge (GWC)

Through Cargill Currents, a joint initiative between Cargill and GWC, more than 50,000 women and girls in Brazil and West Africa have gained improved WASH access since the program launched in 2021. These improvements support better health, save time, and enable income-generating activities.

### Water.org

In Indonesia and the Philippines, small, affordable loans have helped households — many led by women — build toilets and install water pumps, improving safety and health and freeing up time for work and family. Cargill's support has helped Water.org's financial partners mobilize \$8.3 million in loan capital, enabling more than 27,600 loans reaching more than 150,000 people with improved access to WASH solutions — a market-based approach to scaling access while building financial inclusion.

### Women + Water Collaborative

As a member of the Water Resilience Coalition's (WRC) leadership committee, Cargill supports the WRC ambition to enable equitable and resilient WASH. Through the Woman + Water Collaborative, Cargill is working with WaterAid and other WRC members to improve access while embedding gender equity throughout design and delivery. The initiative focuses on women's agency, leadership, and long-term resilience across critical watersheds in India. Since the start of the project, the collaborative has helped reach more than 65,000 people with safe drinking water and trained more than 2,000 women in leadership, health, hygiene, and water governance skills.





# Farmer livelihoods

## Our goal:

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

2030 goal

10 million farmer trainings

7.7 million farming trainings delivered since 2017



Farmers are at the heart of agriculture and food production. When they succeed, we all do. We partner with farmers around the world in three key areas:



### Profitability of the farm

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



### Inclusion in the supply chain

We support land rights and tenure and work to reduce barriers to market access for a broad range of producers.



### Resilience of the farm

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



## Increasing farm profitability

Around the world, we look for ways to increase opportunities for farmers to grow their businesses. Our approach to improving household income includes on- and off-farm activities like income diversification, entrepreneurship, and empowering women.

## Supporting opportunity and resilience

At Cargill, we support farmers in building more resilient operations — so they can better manage disruptions and maintain stable production, even in the face of climate change, market shifts, or other system shocks. These efforts not only strengthen individual farms, but also help ensure continuity across the supply chains we all depend on. Our programs and partnerships are designed to strengthen resilience through better practices, stronger farmer organizations, and improved access to tools, training, and markets.

- Through our strategic Living Income partnership with **IDH: the Sustainable Living Initiative**, we are developing data-driven solutions to help close the living income gap within the **Cargill Cocoa Promise** network.
- For the South American soy supply chain, Cargill offers farmers crop inputs, financial solutions, and price risk management.
- As part of the ASSIST CocoGrow program in the Philippines, Cargill is helping strengthen coconut farmers organizations and cooperatives by building technical skills and developing financial literacy to expand market access.

## Our goal:

To improve nutrition and economic livelihoods by reaching 100 million people by 2030 through the production, promotion, and consumption of poultry



**PARTNERSHIP HIGHLIGHT**  
Global

## Powering progress through poultry

Launched in 2018, **Hatching Hope** is a global initiative co-created by Cargill and Heifer International and implemented in partnership with TechnoServe. Hatching Hope brings together the expertise of NGOs, governments, and the private sector to improve farmer livelihoods and strengthen food security through the power of poultry. Together, our partners help farmers boost production, equip local businesses to better serve smallholders, and increase consumer demand for affordable, nutritious food.

The Hatching Hope partnership has a strong global footprint, and we continue to scale to new geographies with new partners.

- Reached 36.2 million people to date.
- Grew our network in India through partnerships with the Syngenta Foundation India and HarvestPlus, allowing us to reach new communities and complement the ongoing efforts of our co-founder, Heifer International.
- Scaled our partnership with **One Acre Fund**, expanding their work to strengthen poultry value chains in Kenya and Rwanda.
- Welcomed new partners Venture37 in Tanzania, iDE in Zambia, and ASSIST in the Philippines to launch projects that will strengthen access to high-quality inputs, improve production practices, and build market linkages.



**PARTNERSHIP HIGHLIGHT**  
Costa Rica | Guatemala | Honduras



## Improving livelihoods for farmers and entrepreneurs

Through a long-term partnership with CARE, Cargill strengthens market access, improves agricultural productivity, supports human rights, and provides economic empowerment to support small-scale farmers and entrepreneurs.

PROSPER III, a three-year collaboration with CARE launched in 2022, focuses on increasing income generation, improving livelihoods, and supporting equality for women and girls among small-scale producers and microentrepreneurs in Costa Rica, Guatemala, and Honduras. The project plans to target over 20,000 people directly and over 680,000 people indirectly. To date, the program's impact includes:

- 57 Farmer Field & Business schools established.<sup>1</sup>

- 1,168 farmers connected to Cargill's supply chain.
- 975 farmers reached with technical assistance and training from Cargill specialists in poultry, pigs, and tilapia.
- 903 women-owned small businesses received technical assistance in finance, marketing, and planning, reaching a total of 4,450 direct and indirect micro-entrepreneurs.

These efforts are focused in sourcing regions and help strengthen the capacity of smallholder farmers and entrepreneurs that supply into local and global food systems — building resilience from the ground up.



<sup>1</sup> CARE's FFBS is a participatory, women-focused extension approach that helps farmers build skills necessary to increase production; access markets and sell at competitive prices; collaborate with each other; and engage in beneficial and efficient decision making.