

Wellness & Nutrition

Our Sustainability Commitments	Critical Issues	Opportunities	Actions We Are Taking	Challenges We Face
Offer a variety of wholesome, tasty and nutritious products to help consumers achieve their dietary goals	Provide consumers with products that have improved nutritional content	Improve nutritional content of current product lines and create wellness and nutrition focused innovation	Renovating and innovating products that increase “positive” nutrients and decrease nutrients that should be limited in the diet while ensuring “best taste”	Cost-effectively building in positive nutrients into products without sacrificing taste
	Maintaining low cost for nutrition products			Increasing volume and repeat buy of wellness products
Promote healthful eating choices and more active lifestyles	Effectively encourage consumers to choose foods that fit within a balanced lifestyle		Increasing effective communication with health professionals and consumers to encourage energy balance	Ensuring that consumers understand that all foods can fit into a balanced diet and that physical activity is a critical part of their energy balance
	Effective consumer information to empower effective lifestyle choices	Ensure accurate scientifically sound information is used to inform consumers about nutrition	Working to develop effective front of pack label scheme based on accurate, scientifically sound information that can be used to educate consumers about nutrition	Industry and government agency agreement on a single labeling standard
		Engage 3rd party organizations that provide consumer information to assure accurate information is used in determining consumer advice	Actively engaging organizations that provide point of purchase information about our products to assure that information used in making determinations is accurate	
	Social media in nutrition debate	Positively participate in the variety of social media	Corporate website redesign; product blogs; Corporate Facebook page	Perception that social media is more credible than company information
	Obesity	Educate consumers about good nutrition and balanced lifestyles	Developing programs that will effectively encourage consumers to choose foods that fit within a healthful, balanced lifestyle	Meaningfully impacting the global health and nutrition challenges, including obesity and malnutrition
	Childhood Obesity	Engage in educational and family programs to help children achieve proper nutrition and energy balance	Founding member of Healthy Weight Commitment, endorsed the Lets Move Program and joined CFBAI	Developing programs to assure children understand and pursue energy balance
	Undernutrition	Provide nutritious products that are accessible to at risk populations	Provide nutritious products that are accessible to at risk populations	
Ensure the safety and quality of all our products	Food Safety	Ensure food quality and safety throughout the supply chain	Continuously assuring the safety and quality of our products	Contamination that can enter the supply chain outside of our control
	Animal Welfare	Ensure animal welfare practices are implemented throughout the supply chain	Established animal welfare programs within our supply chain	Assuring animal welfare programs are effectively implemented in upstream supply chain

Environment

Our Sustainability Commitments Design, source, produce, package and distribute our products in a manner that strives to minimize their impact on the eco-system throughout their lifecycle	Critical Issues Water availability, quality and cost	Opportunities Reduce water use; reclaim used water	Actions We Are Taking Reducing water intake 10% by 2012 from 2005 baseline	Challenges We Face Achieving water, energy and raw material usage reduction when the product portfolio may move to more resource intensive processes
	Recognition that the majority of our environmental footprint is in our upstream supply chain	Engage across the complete value stream for each product grouping	Engaging our business partners to begin to assure that all use more sustainable best practices in their activities	Access to supply; loss of implied license to operate
	Waste	Reduce waste generation; increase recycle of waste streams	Reducing waste sent to landfill 12% by 2012 from 2005 baseline; expanding recycling opportunities for many by-products	Finding cost-effective and proper recycle opportunities
	Climate change impacts on food ingredient supplies	Reduce regulatory risk and operational costs by minimizing GHG and CO2	Working to achieve GHG and CO2 reductions in all our owned facilities	Achieving GHG and CO2 reductions consistently without large capital investment
	Biodiversity	Help ensure stability of supply by supporting biodiversity	Developing an understanding of where our raw material purchases most affect biodiversity	Complexity of the issue
	Insufficient energy to sustain growth patterns; few cost-effective available alternatives to non-renewable energy	Reduce energy use	Reducing our energy usage 2% by 2012 from our 2005 baseline year	Finding new cost-effective sources of renewable energy
	Packaging, quantity, recycle-ability & renew-ability and components of concern	Optimize packaging	Working to improve packaging while maintaining product protection and safety attributes	Availability of suitable cost-effective packaging Rejection of products due to packaging concerns; this includes regulatory hurdles barring market entry at the municipal, state and national level; also customer and consumer acceptance of products
	Extended Producer Responsibility in CPG	Interface with legislators to find suitable alternatives for handling CPG packaging	Monitoring legislative efforts and working with trade groups to influence legislation	Lack of effective recycle infrastructure globally; ability to help develop recycle infrastructure
	Agricultural Sustainability	Help increase use of sustainable practices in agriculture	Exploring effective ways to begin to work with our agricultural partners and other suppliers to improve our common environmental footprints	Cost constraints for change
	GHG emissions from transportation	Work with transportation segment to use most efficient transportation options and practices	Work with our transporters to assure best vehicle practices are used; Smartway certification; use other options where available to truck transport; set goals to reduce transportation CO2 emissions	Availability of the most effective transportation in certain regions
	Sustainable Sourcing	Improving sourcing	Developing sustainable sourcing strategies for our main agricultural ingredients	Availability, complexity of supply chain and costs of sustainably sourced agricultural ingredients

Social Responsibility

Our Sustainability Commitments	Critical Issues	Opportunities	Actions We Are Taking	Challenges We Face
Promote responsible and ethical behavior in all business transactions	Ethical Behavior	Ensure ethical standards are followed in all business relationships	Working to extend our global business practice code to all suppliers globally	Vast number of suppliers including small enterprises
	Anti-corruption	Ensure all suppliers implement ethical standards	Working to extend our global business practice code to all suppliers globally	Understanding all hidden challenges for corruption
	Corporate Governance	Ensure profitability through sound decisions grounded in sustainability principles	Vigilant review of governance practices and strict implementation	Changing regulatory landscape
	Human rights	Ensure ethical standards are followed in all business relationships	Signatory to UN Convention on Human Rights; enforce compliance through our Global Business Practices program	Supplier relationships with their labor force are outside our direct control
Provide a workplace that is safe, diverse, inclusive and offers development opportunities for a all	Employee Safety	Ensure employee safety	Improving the global safety program to achieve zero accidents globally	Keeping all employees focused on doing their jobs safely every day
	Maintaining an effective pool of highly motivated and appropriately skilled employees	Provide employment opportunities, talent attraction and retention	Employee surveys, fair recruitment practices and employee development	Shortage of skilled effective employees
	Employment does not reflect the true demographics of society, therefore decisions may not reflect societal preferences	Develop inclusive innovative workforce inspired by diversity of thought, gender, race, etc.	Active diversity and inclusion program in both employment and philanthropy	Finding qualified candidates which reflect the regional demographics
Support the communities where are our employees live and work through volunteerism, financial support, product donations and working partnerships	Community Investment	Support of communities leads to improved business conditions	Working with the communities in which we have operations to support them during challenging global economic conditions	Reduced budgets
	Hunger	Using product donations to minimize food insecurity	Working member of Corporate Hunger Coalition, a tri-sector group of companies collaborating to address domestic hunger	Finding effective ways to minimize food insecurity to the extent possible considering the effects of economic conditions
	Poverty	Provide employment opportunities to help alleviate poverty	Supporting effective nonprofit programs that provide services focused on food/nutrition to people in need	Limited number of effective nonprofits in rural locations; reduced budgets
Dialogue with our key stakeholders to increase the sustainability of our business	Continuous improvement of our sustainability programs	Meaningfully engage a variety of stakeholders to drive the entire industry's progress	Collaborating with peer companies to improve the entire industry's sustainability position	Finding effective ways to work with various stakeholders considering all the competing issues that arise globally