



Nourish: Intention & Impact

**Ardent Mills' Fiscal Year 2024
Environmental, Social and
Governance Report**





“Our past successes have laid a strong foundation, and we are poised to explore new opportunities that will drive sustainable growth and lasting impact as we continue to move food forward.”

Sheryl Wallace
Ardent Mills CEO

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About this report

This report provides information about Ardent Mills' environmental, social and governance (ESG) activities and performance during fiscal year 2024 (FY24) (June 1, 2023 through May 31, 2024). The content in this report covers our focus areas and includes data from the facilities we own, lease and operate, as well as select information on our supply chain. Read more about our ESG initiatives [here](#).

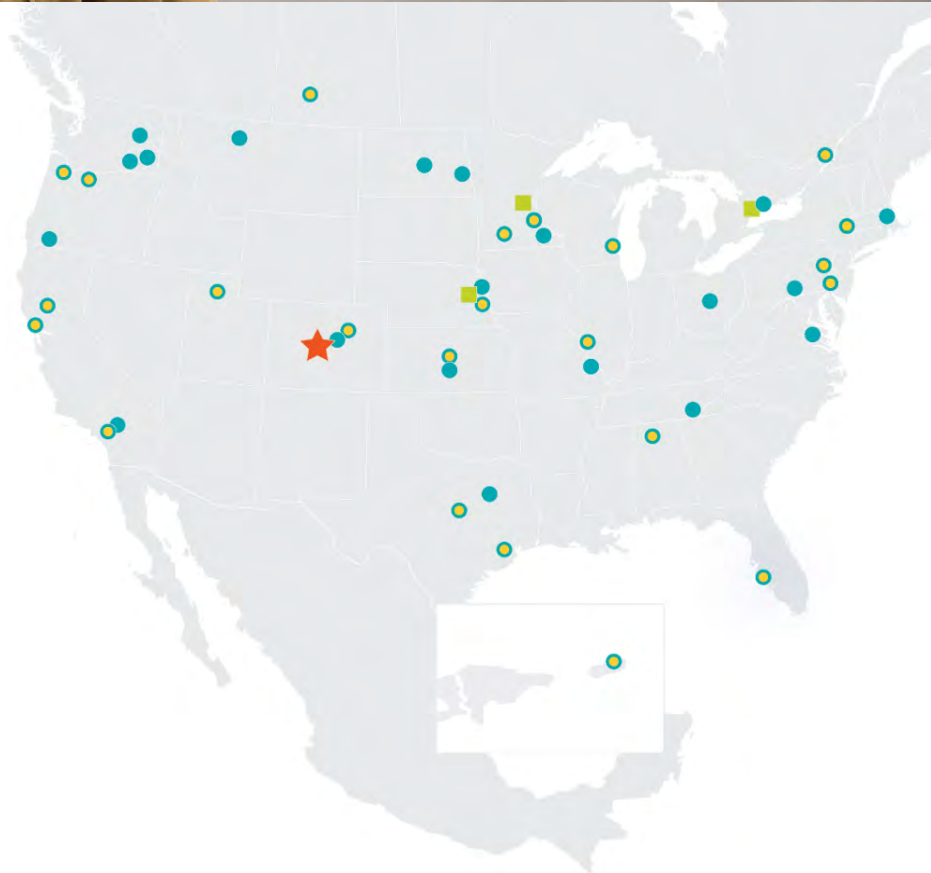


Ardent Mills is nourishing what’s next with intention and impact

Ardent Mills is committed to transforming how the world is nourished. As the premier flour-milling and ingredient company, we cultivate the future of plant-based solutions to help our customers and communities thrive.

We operate in more than 40 locations that specialize in flour, quinoa, pulses, and organic and gluten-free products that drive innovation across plant-based ingredients.

Our holistic portfolio empowers us to meet the complex needs of customers today while focusing on the growing demands of tomorrow’s consumers. Deeply rooted in communities throughout North America, we operate in Canada, the U.S. and Puerto Rico with company headquarters in Denver, Colorado. We employ nearly 3,000 team members, including 100 certified millers, and support thousands of jobs that contribute billions of dollars to local economies – helping our people, customers and communities flourish.



- ★ Headquarters
- Office locations
- Community mills/facilities
- Pack facilities

How we do business

Ten years ago, we embarked on a mission to enhance the quality of life and standard of health in the communities where we live and work. Essential to this, we created a set of core values — **Trust, Serving, Simplicity** and **Safety** — to guide our actions and foster continuous improvement. These values are the foundation of our vision to

becoming the trusted partner in nurturing our customers, consumers and communities through innovative and nutritious grain-based solutions. As we continue to pursue our vision and mission, our core values remain steadfast, shaping a culture that is distinctly Ardent Mills.

Our Mission

Enhancing the quality of life and standard of health.

Our Vision

Ardent Mills is the trusted partner in nurturing our customers, consumers and communities through innovative and nutritious grain-based solutions.

Our Promise

Working at Ardent Mills means making a commitment to yourself and to the other members of our team. We call this Our Promise. All of us share responsibility for the success of Ardent Mills. We work closely together in teams and across functions. Nobody is left isolated or unsupported. Everyone matters. Everyone has a voice.

Together, we make Ardent Mills.

Our Values

Trust

Working to earn **TRUST** every day, always operating with reliability and integrity.

Serving

SERVING others with understanding, respect and care.

Simplicity

Operating with **SIMPLICITY**, clarity and transparency; removing barriers and letting people do what they do best.

Safety

Ensuring the **SAFETY** of our products and people; doing what's best to create the safest environment now and for the future.



A message from our CEO

In fiscal year 2024, we commemorated the ten-year anniversary of the formation of Ardent Mills. This year's ESG report serves as both a celebration of our decade-long journey and a reflection on our most significant accomplishments. A decade ago, our company was founded in response to a growing need to change the way consumers think about grain-based foods. Today, our teams remain committed to transforming the way the world is nourished through innovative solutions that help our customers and communities thrive.

Over the past year, our teams have demonstrated remarkable resilience and delivered diverse solutions while upholding our core values of trust, service, simplicity and safety. Challenges like inflation and market volatility served as a launch pad for new products like Ardent Mills Egg Replace and Ancient Grains Plus. Our commitment to growers and the land they cultivate inspired our continuous efforts to reduce our carbon footprint through regenerative agriculture and waste reduction programs.

Reflecting on our journey, I am most proud of how Ardent Mills has upheld our people-first, values-based culture, creating a company where everyone is valued and heard. We made significant strides by expanding our Diversity, Equity, and Inclusion (DEI) program, growing our diverse supplier base, and investing in professional development. Our mission to enhance the quality of life and standard of health remains strong, and as we celebrate our achievements, we eagerly anticipate the future, confident that the next decade will be our best yet.

Dan Dye, **Ardent Mills CEO, 2014-2024**




Accepting the role of Ardent Mills' CEO is an honor that has filled me with both pride and inspiration, given the extraordinary legacy and pioneering spirit that defined the last decade as a company. Our story is one of innovation, resilience and unwavering commitment to transforming the way the world is nourished. With a deep sense of responsibility and anticipation for the future, I look forward to leading our talented teams as we continue to prioritize our core values of trust, service, simplicity and safety. Our decisions will continue to reflect our dedication to these principles, while we push the boundaries of product innovation, enhance our environmental stewardship and employee experience, and deepen our engagement with the communities we serve. Our past successes have laid a strong foundation, and we are poised to explore new opportunities that will drive sustainable growth and lasting impact as we continue to move food forward.

Sheryl Wallace, **Ardent Mills CEO**




Nourish: Intention & Impact

Nourish: Intention & Impact is our approach to managing our ESG impacts and achieving our goals. It is organized under four pillars: Communities, People, Planet and Ingredients.



Communities focuses on reducing food insecurity, improving nutrition access and community engagement and volunteerism.



People strives to cultivate a workplace in which all people thrive through our DEI efforts, employee wellbeing and safety, and employee development.



Planet centers on the responsible management of natural resources encompassing climate change, water stewardship, waste reduction and operational efficiencies.



Ingredients seeks to source ingredients responsibly by working with our suppliers through tactics like establishing a code of conduct under which our vendors are to operate.

Our ESG highlights

PEOPLE

32,715 hours of **safety, food safety and quality** training

23,917 employee conversations for program **Safety Cultivating Ownership Respect**

Welcomed **most diverse intern class** in company history



COMMUNITIES

Engaged **966,123** students in **agriculture education**

Donated more than **3.2 million meals**

Volunteered more than **5,835 hours** in our communities



INGREDIENTS

Conducted **1 million food safety tests** per year

Engaged team members in **3-5 food safety meetings** each month

Enrolled more than **598,000 acres** in our **regenerative agriculture** program

315,429 acres following **no-till practice** and more than **280,000 acres** following crop rotation practice

PLANET

Achieved **57%** of facilities **composting**

Achieved **78%** of facilities **recycling**

Utilized renewable energy in **40%** of our North American facilities

Directed **\$8.6M** in spend to **diverse suppliers**





ESG governance

ESG at Ardent Mills is managed at multiple levels that help ensure alignment in our strategic vision across the business. We have four main levels of oversight and alignment on our strategy:








- **Board of directors**
- The **CEO** owns the ESG strategy while the **chief growth officer** and **vice president of supply chain** have direct oversight of ESG strategy and share responsibility for communicating progress, goals, metrics and investments to our board of directors.
- **Internal steering committee** is made up of the general counsel, corporate secretary and chief compliance officer; chief people officer; VP of ESG and grower relations; VP of supply chain; and director of DEI. This group meets quarterly to ensure program goal achievement and provide support to drive progress throughout the organization.
- **ESG working group:** This group is made up of nine representatives from ESG-aligned functions (functions whose metrics are critical to platform success). In addition, the senior manager of ESG and the senior sponsor, VP of supply chain, meet monthly to ensure tactical execution of initiatives prioritized by the steering committee.



Our commitment to the United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) is a voluntary framework with 17 global goals designed to accelerate advancement toward a more sustainable world by 2030. Ardent Mills' business practices are aligned with four specific goals where

we believe we can make the greatest impact: **zero hunger (Goal 2), decent work and economic growth (Goal 8), responsible consumption and production (Goal 12) and climate action (Goal 13).**

| PILLAR | GOAL BY 2030 | FY24 PROGRESS | PROGRESS TOWARDS GOAL | SDG <small>(Sustainable Development Goals)</small> |
|-------------|--|--|--|---|
| COMMUNITIES | <p>20 million meals donated*</p> <p>75,000 volunteer hours cumulatively by 2030*</p> <p>1 million students engaged in agriculture education yearly</p> <p>\$60 million in economic development benefits created*</p> | <p>3,266,917 meals</p> <p>5,835 hours volunteered</p> <p>966,123 students engaged</p> <p>\$2.7 million in economic development</p> | <p>9,058,884 meals donated our mill locations</p> <p>18,024 hours volunteered</p> <p>966,123 students engaged in agriculture education in FY24</p> <p>\$33.8 million to 12 countries across the African continent working to strengthen food security, improve nutrition and increase economic development through our Partners in Food Solutions partnership</p> |    |
| PEOPLE | <p>Aspirational goal of all Ardent Mills locations (43) with no recordable injuries</p> <p>Maintain and/or increase Employee Engagement Survey Enterprise Score year over year (inclusiveness)</p> | <p>23 office and facility locations without a recordable incident</p> <p>54 on the safety value question "Safety- does your day-to-day experience of working here feel aligned with this value" -- up eight points from fall to spring survey.</p> | <p>Annual goal</p> <p>Annual goal</p> |  |
| PLANET | <p>Increase total metric tons (MT) of organic waste being diverted from landfill</p> <p>Enroll 100% of facilities in composting and recycling diversion programs* <small>*where services are available</small></p> <p>Divert 80% of waste from landfills across our network</p> <p>Greenhouse Gas Emissions Management</p> | <p>Over 1,500 MT (or 3,497,130 pounds) of organic waste material sent to compost or animal feed</p> <p>78% of facilities recycling and 57% of facilities consistently composting</p> <p>Our compost and recycling diversion rate is estimated to be 20%</p> <p>Completed Scope 1, 2 and 3 analyses; integrating decarbonization strategy across the company</p> | <p>Over 4,540 MT diverted from landfill</p> <p>Conducted Scope 1, 2 and 3 analyses and still integrating decarbonization strategy across the company</p> |   |
| INGREDIENTS | <p>Achieve \$100 million of spend with diverse suppliers across all U.S. categories by end of FY28</p> <p>2.5 million regenerative agriculture acres</p> <p>100% RSPO palm oil</p> | <p>\$147.9 million in spend with diverse suppliers</p> <p>249,783 additional acres enrolled</p> <p>100% sourced</p> | <p>\$376.4 million in spend with diverse suppliers**</p> <p>598,064 regenerative agriculture acres enrolled in program</p> <p>Second year meeting goal and sourcing 100%</p> |  |

*Denotes a cumulative goal (2021-2024)

**This spend is cumulative FY22-FY24. The spike in diverse spend is due to results of a data enrichment service performed by a third-party partner. Data scrubbing helped us gain an accurate and detailed analysis of spend. The addition of our grain purchasing category widened the scope to include more spend.

Communities



- 14** Access to Nutrition
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Communities

Our dedication to the communities where our employees live and work runs deep. We leverage the strength of our business to enact meaningful change and our commitment to service extends far beyond our facilities. Our teams actively volunteer their time and skills year-round and contribute voluntary financial support to community-focused organizations striving to achieve their missions.

Guided by our core value of serving, our communities pillar focuses on two key areas:

- 1. Ensuring Access to Nutrition:** We partner with organizations that address critical needs within our communities, particularly regarding food security. Our partnerships with Meals on Wheels America, No Kid Hungry and Feeding America allow us to support elderly populations, combat childhood hunger and bridge the nutrition gap for those in need.
- 2. Growing a Better Future:** We strive to expand agricultural education and inspire the next generation by increasing the number of students engaged with the agriculture industry.

Community snapshot

5,835 hours volunteered

3.2 million meals donated (from monetary donations and product donations)

61,700 pounds of product donated

\$2.1 million corporate & facility donations

6,157 pounds of clothing and other essentials donated



Access to Nutrition: Food security and nutritional availability

Addressing food insecurity is a pressing issue worldwide. That's why we created the Access to Nutrition program – collaborating with impactful nonprofit organizations to address this challenge head-on. Through these partnerships, our resources directly support communities where our employees live and work across North America as well as 10 countries in Africa.

In FY24, we continued partnerships with nonprofit organizations working to combat food insecurity. These include Colorado-based organizations like Food Bank of the Rockies and the Boys and Girls Clubs of Metro Denver, as well as Meals on Wheels America, No Kid Hungry, Feeding America, and a pan-African nonprofit organization, Partners in Food Solutions (PFS) working to improve food security, nutrition and economic development with emerging and entrepreneurial food businesses on the continent.

A Decade of impact: Nourishing our local colorado community

Our decade-long partnerships with The Boys and Girls Clubs of Metro Denver and Food Bank of the Rockies continue to thrive. In FY24, we were proud to collaborate on impactful programs that brought nutritious food options to Boys and Girls Club members and their families. These programs fostered not only access to healthy meals but also education in nutrition, culinary skills and an appreciation for healthy eating habits.

Our Colorado team members volunteered nearly 200 hours at the Food Bank of the Rockies in FY24 and our annual supplier golf tournament raised \$250,000 for the organization, providing 750,000 meals to families and children in need across Colorado and Wyoming. Our Commerce City facility added to this support by donating 9,425 pounds of flour. Combining these efforts, Ardent Mills' contributions provided 757,854 meals – a 5% increase from the previous year. This builds on our longstanding partnership with the Food Bank of the Rockies, bringing our 10-year total to an impressive 4.2 million meals donated.



Taking action against national hunger

Building on last year’s success, our facilities joined forces with local chapters of Meals on Wheels, No Kid Hungry and Feeding America to tackle food insecurity nationwide. Facility team members donated resources and volunteered their time at local food banks and pantries, equating to 3,266,917 meals donated to food insecurity organizations.



Strengthening Africa’s food system

Since 2017, Ardent Mills has partnered with PFS, a non-profit organization that aims to improve food security, nutrition and economic development in Africa by supporting small and growing food companies on the continent. PFS does this by mobilizing the expertise of employees of world-class food companies like Ardent Mills to help African processors solve their manufacturing and business challenges.

In FY24, Ardent Mills team members contributed 1,247 hours to 50 different PFS clients across 10 countries in Africa. By sharing their expertise, these team members assisted entrepreneurs in growing their businesses, supported a supplier base of 140,697 farmers and helped to unlock over \$2.7 million in investment capital. Additionally, they helped PFS clients produce 6.7 billion safer, more nutritious and affordable servings of food. Along the way, volunteers enhanced their own leadership and problem-solving skills while gaining exposure to unique markets.

Since the inception of our partnership, 147 Ardent Mills team members have contributed 9,155 hours to 149 food businesses across 12 countries, launching nearly \$69 million in investments, supporting nearly 691,000 farmers and more than 15,000 client employees.





Ardent Mills volunteers help Ugandan miller perfect corn-cake mix

Established in 2014, Rabboni Group Ltd is a corn processing company located in Mukono, Uganda, featuring milled corn and bran, sourced from 3,500 farmers in Uganda. Rabboni sought to diversify its portfolio to include other value-added corn products, and as a result, developed and launched a gluten-free corn cake mix for gluten-intolerant consumers.

The Rabboni millers developed a cake mix recipe that offered promising appearance and taste but produced ‘crumbly’ cakes with a rough texture and insufficient volume expansion. Rabboni came to PFS for assistance to improve its recipe and was connected with two Ardent Mills volunteers: Janey Le, a research quality technician and Keyata Lewis, a wheat quality and research technician.

Janey and Keyata joined a six-month project with the Rabboni team to help them resolve their challenge. To begin, the volunteers reviewed Rabboni’s production process and investigated its testing and baking parameters. Following completion, they made several recommendations,

including adjustment of water content, batter preparation method and addition of other ingredients to the cake mix.

The Rabboni team incorporated each of these suggestions in various trials, resulting in an improved gluten-free corn cake mix that now has great texture and ideal baking characteristics. Thanks to the efforts of the entire team, Rabboni Corn Cake-Mix will be packaged in 400g cartons for retail not only in Uganda, but across the East Africa region. They also plan to have larger trials to obtain more consumer insights and feedback on their mix.

For Janey and Keyata, this learning experience gave them insight into the operations of a milling company thousands of miles away. This project is one example of over 200 Ardent Mills services that help processors in Africa improve their production and makes safe food more accessible to people across the continent.

Growing a Better Future

Cultivating tomorrow's leaders: Growing a diverse and empowered agricultural workforce

Ardent Mills is dedicated to equipping future agricultural leaders with the tools and resources they need to thrive. This year, we continued to expand upon our Growing a Better Future program and collaborated with diverse partners, including AgScape, Agriculture Future of America (AFA), CSU Spur, Kansas State University Foundation, Minorities in Agriculture, Natural Resources, and Related Sciences (MANRRS), National Agriculture in the Classroom and National FFA Organization. Together, we:

- **Enhanced educational opportunities and outcomes:**

We worked closely with each of our partners to identify and address gaps in agricultural education, ensuring students gain the knowledge and skills needed to succeed.

Number of students engaged:

FY24 966,123 total number of students | AFA – 835 |
FFA – 945,988 | MANRRS - 19,000 | AgScape – 300

- **Championed diversity and inclusion:**

We actively supported our partners in developing and implementing strong DEI programs for a more inclusive future of agriculture. In FY24, our contributions supported the FFA for All experience, held during the national convention. Additionally, we launched our partnership with MANNRS.

- **Fostered hands-on experiences:**

Our FFA Living to Serve grants enabled youth volunteers to participate in meaningful projects, ranging from literacy initiatives to agricultural programs, sparking real-world passion for the industry. In FY24, our partnership with CSU Spur continued to flourish, offering engaging workshops for youth held at the Ardent Mills Teaching and Culinary Center. Our Kenosha, Hastings, and Galena Park facilities hosted students from AFA, FFA, and MANRRS partner organizations, providing students with firsthand mill operations experience.*



*The total economic impact was calculated by the grants, scholarships and service team using the Independent Sector's value of a volunteer hour (\$33.49).

Engaging with our communities



We engage in the communities that our employees and facilities call home through volunteering, product donation and financial support. Our annual Month of Service empowers our employees to meaningfully contribute by sharing their time and knowledge with their communities.

April Month of Service



2,200 volunteer hours supporting more than 120 nonprofit organizations (55% year-over-year increase)



28,900 pounds of product donated including 21,600 loaves of bread



3,470 pounds of clothing or other essentials donated



\$6,500 raised by team members



Starseeds Mural, Omaha South

In the spirit of continuous improvement, the plant leadership team at Ardent Mills Omaha South interviewed team members for suggestions to enhance their culture. During the interviews, a team member suggested painting the silos, visible from the interstate, to embody Ardent Mills' values and bolster the community. This idea became reality when they engaged with the local art district and Omaha by Design. Together, the group enlisted the talents of local and indigenous artist, Sarah Rowe, to manifest her vision for the Starseeds Mural.

About the mural

Spanning 15 silos and reaching an impressive 125 feet, "Starseeds" stands as a vibrant testament to Rowe's Native American heritage and the indigenous spirit of Nebraska. Rowe found inspiration in the vibrant Nebraska sky, the songbirds and the migratory birds that fly over the land, wanting to give them a stage on the familiar structure. The mural comes alive with birds, horses, a thunderstorm and a sunrise, weaving a tapestry that celebrates the heart and soul of Nebraska.

About the artist

Sarah Rowe is a visual artist based in Omaha, Nebraska. Her work opens cross cultural dialogues by utilizing methods of painting, printmaking, textiles, performance and Native American ceremony in unconventional ways. Rowe holds a bachelor's degree in studio art from Webster University, studying in St. Louis, Missouri and Vienna, Austria. She is of Lakota and Ponca descent.



People



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development



People

Guided by our values of trust, serving, simplicity and safety, Ardent Mills is dedicated to fostering a workplace where every individual can thrive both personally and professionally.

Our goal: Each team member's individual and collective impact best serves our customers and communities while furthering our vision of being the trusted partner in nurturing our customers, consumers and communities through innovative and nutritious grain-based solutions.



“At Ardent Mills, we steadfastly uphold our values-based culture which, in turn, fosters respect, growth and collaboration. By creating an environment where every individual feels valued and empowered, we enable our teams to make a lasting impact and fuel our ability to innovate and fulfill our commitment to serving our customers, communities and one another.”

Heather Dumas
Chief People Officer

Living our safety value

Safety extends beyond injury prevention—it involves protecting the welfare of our personnel and products, nurturing a workplace that is emotionally and psychologically secure.

Our team members participate in monthly training that encompasses safety, food safety and quality. These offerings provide self-paced online modules with traditional classroom instruction and practical field exercises, ensuring thorough skill enhancement and strict adherence to high standards.



In our 2024 Engagement Survey, Ardent Mills scored an 86 on the question “Does your day-to-day experience of working here feel aligned with the value of safety” -- up two points from 2023.

26 Ardent Mills facilities were recognized with the American Bakers Association’s (ABA) 2023 Safety Award. The ABA’s safety recognition program recognizes individual member company sites that “increase workplace safety and awareness and emphasize the importance of employee safety in the baking industry.”



“We truly live our value of personal safety and food safety -- we just don’t say it, we do it.”- Anonymous comment, 2024 Engagement Survey

This year, we had 23 office and facility locations without a recordable incident.

Five office and/or facility locations have achieved **7+ years** without a recordable incident

Two office and/or facility locations have achieved **5+ years** without a recordable incident

One office and/or facility locations has achieved **3+ years** without a recordable incident

Four office and/or facility locations have achieved **2+ years** without a recordable incident

Seven office and/or facility locations have achieved **one year** without a recordable incident

32,715 hours of safety, food safety and quality training in FY24



Safety Cultivating Ownership Respect and Empowerment (SCORE)

SCORE is our conversation-based safety program that underscores the importance of team members being attentive to safety at all times — including when we have limited or no-risk to high-risk situations. It's also about recognizing others and acknowledging their positive safe behaviors and potential at-risk exposures. This program enables and empowers all team members to have a voice on safety excellence.

SCORE Program Goal:

To cultivate a sustainable safety culture of integrity, ownership and empowerment through respectful interactions and inspiring team members to achieve excellence while safely supporting customer expectations, quality and production.

23,917 SCORE safety conversations conducted



Safety governance

- Monthly reporting to the **board of directors**
- The environmental, health and safety (**EHS**) **director** and **vice president of operations** have direct oversight of our people safety strategy and communicating progress, goals, metrics and investments to leadership monthly.
- People safety metrics are included in monthly AOP Scorecard.
- Safety is ingrained into every decision made – from the recruiting/hiring process, daily meetings, monthly KPIs, plant scorecard metrics, routine safety training, daily task risk discussions and is a primary focus in our plant essential conversation performance management process.
- Plant teams utilize a stop work authorization process referred to as Safety Towers Over Production (STOP) where all team members can enact a STOP moment when they face unknown exposures, which may cause injury or property damage.



A place for everyone at Ardent Mills



We are committed to providing an environment of mutual respect and an inclusive culture, where each person is comfortable being themselves and is valued. We believe that diverse backgrounds lead to diverse viewpoints which makes our business stronger and allow us to better serve one another, our customers and our communities. This belief is the foundation for our DEI platform.

Our mission

Our DEI mission is to lead our industry toward a more inclusive, diverse and equitable environment in which all belong and contribute. We want every Ardent Mills team member to feel like they belong and that they have a seat at the table.

Our Promise

All of us share responsibility for the success of Ardent Mills.

We work closely together in teams and across functions.

Nobody is left isolated or unsupported.

Everyone matters. Everyone has a voice.

This gives each of us the opportunity to create something special every day. When we come together, that's when truly amazing things happen.

Together, we make Ardent Mills.

Our goal

Attract and retain a diverse workforce, positively impact our communities, explore business growth opportunities and strengthen local economies through diverse sourcing.

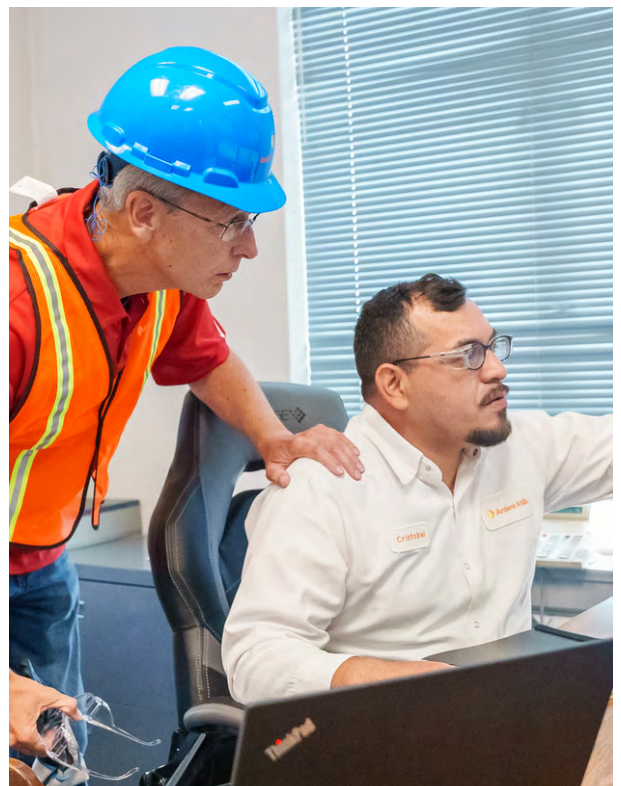
Our DEI Framework

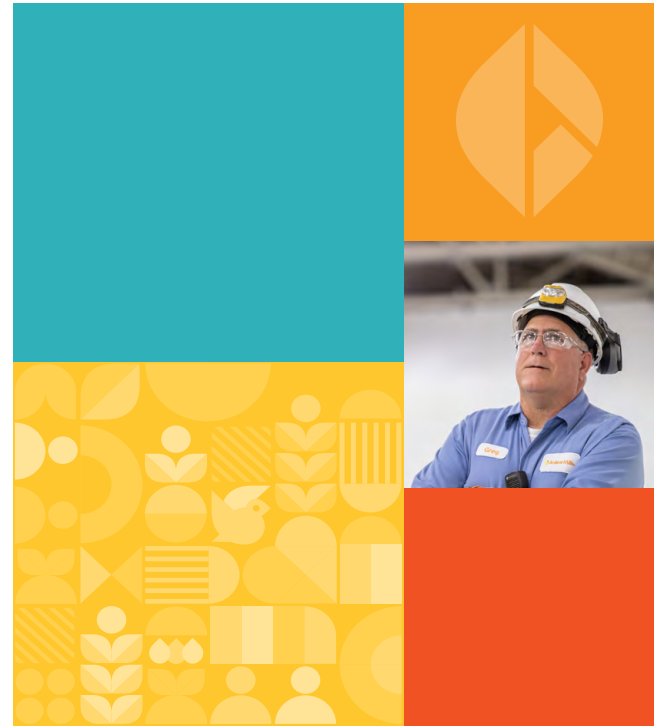
Our DEI Framework is built on the Our Promise philosophy, which allows our team members to bring diversity and inclusion to the forefront of their work experience. This is accomplished through the lens of people, customers, community and suppliers.

- **People:** Our culture is shaped in the ways Ardent Mills team members interact with each other and with our customers. We want our team members to feel comfortable being themselves and to be heard and valued for being uniquely them.
- **Customer:** We are committed to meeting the unique needs of all our customers and ultimately, their consumers.
- **Community:** Deeply rooted in local communities in which we live and work, we leverage the strength of our business to support what matters most – people.
- **Supplier:** Engaging a diverse supplier base provides a more complete perspective of communities where we do business in, while strengthening our presence within those communities.

DEI governance

To further embed our DEI mission with our strategic vision across the business, DEI governance shifted in FY24 to roll under our broader **ESG governance** policies and procedures and is maintained by our ESG sponsors and the DEI Action Team.





FY24 Progress

People

- **Employee engagement survey:** Ardent Mills recorded an increase of +7 across DEI metrics in our employee engagement survey, reflecting the positive impact of our initiatives on employee satisfaction and inclusion. This brought our final DEI eNPS score to 38. Our FY23 goal was to be in the top 25% benchmark for the manufacturing industry with a score of at least 32 eNPS.
- **Reporting:** Submitted our first-ever Seramount Diversity Best Practices membership and benchmarking to create a foundation from which our program can report against and compare our efforts across the broader industry. Results will be determined and shared in FY25.
- **Health care:** Created a LGBTQ+ focused health guide, ensuring that our health care offerings for the LGBTQ+ community are inclusive and that team members have the tools and resources necessary for them to gain access to critically important offerings.
- **Flourish intern program:** In FY23, we welcomed our most diverse intern group on record. In FY24, we succeeded in welcoming an even more diverse class, with 37% racial-ethnic diversity and 40% gender diversity.
- **New employee resource groups (ERG):** In FY24, we proudly added three new ERGs to further promote a sense of belonging.
- **Recruiting:** Expanded our recruitment efforts at historically Black colleges and universities (HBCUs) and schools with large Asian and Latinx populations to increase the multiple dimensions of diversity in our talent pipeline.

FY24 Progress

Community

- **Partnerships:** Formed strategic partnerships with the Colorado Inclusive Economy and MANRRS
- **Workshops & speaking engagements:**
 - Participated in the American Bakers Association DEI Working Committee Summit held in Washington, D.C.
 - Spoke at the Denver Institute's Business for the Common Good Conference and discussed "Faith in the Workplace".
 - Participated in thought leadership opportunities at the Kansas State University Grain Science and Industry DEI panel.

Supplier

- **Supplier diversity:** We are continually striving to engage a diverse supplier base and accomplished the following:
 - Announced our supplier diversity roadmap, known as STRIVE 100, to further increase Ardent Mills' efforts to be inclusive of diverse suppliers.
 - At the start of the fiscal year, we set a goal to double our prospective diverse supplier pool, equating to 50 new prospective suppliers. In Q4, we exceeded this goal by adding 58 new prospective suppliers to our database.
 - Deepened presence in National Minority Supplier Development Council and Women's Business Enterprise National Council by participating in business development and matchmaking events to raise awareness of Ardent Mills' diversity commitment with prospective customers and suppliers.



ERG collective at Ardent Mills

At Ardent Mills, we believe ERGs are vital to fostering a culture of inclusion and empowering our employees to share and exchange ideas. Our ERG vision is to create a work environment where everyone feels a sense of belonging and is supported by an informed network. Through ERGs, we expand opportunities for employees to engage, collaborate and develop innovative approaches to business challenges.



Asian Pacific Americans at Ardent Mills

APAAM is dedicated to supporting and advocating on behalf of all Asian, Asian American, Native Hawaiian and Pacific Islander identifying individuals and those who have a strong dedication to learning and becoming an ally of the Asian American and Native Hawaiian/Pacific Islander (AANHPI) community. We are passionate about creating an equitable workplace by celebrating the numerous AANHPI roots, identities and heritages across Ardent Mills and creating a collective and safe space.

MISSION

We strive to create and maintain an open and inclusive space to promote critical understanding of AANHPI issues and heritage. We are dedicated to creating an inclusive and safe environment, where all forms of diversity are celebrated and respected as integral to Ardent Mills.

VISION

APAAM seeks to empower community members to play an active role in shaping and uplifting their experience at Ardent Mills. We envision a work environment that actively educates, cultivates, and preserves each unique AANHPI's culture, roots and traditions.



Inter-Faith at Ardent Mills

I-FAM believes that our spirituality and faith is an important part of who we are at work. We want to promote inclusivity by learning about spirituality in the workplace and about different religions and faiths.



MISSION

To help people connect, build, and grow to better serve our team members, our customers and stakeholders. We are better together. Together we make Ardent Mills.

- Connect by bringing your spiritual, authentic self to work by accepting, helping, and learning more about each other to provide a sense of purpose and meaning.
- Build people engagement by advancing our inclusive values-based culture.
- Grow by creating a place for everyone discuss and to learn about spirituality and different religions

VISION

I-FAM strives to have a positive impact on diverse and inclusive teams that work to better serve our people, our customers and stakeholders and learn about different Faiths to help increase and grow mutual understanding.



Latines in Milling and Agriculture at Ardent Mills

LiMA envisions a workforce that promotes opportunities and supports a culture that fosters successful peoples of Latine descent.

MISSION

To cultivate a supportive and empowering environment where Latine employees thrive professionally and personally. Through cultural celebration, mentorship, and advocacy, we strive to promote inclusivity, amplify diverse voices and foster a sense of belonging across our organization.





Black Excellence at Ardent Mills

BEAM fosters a safe and productive work environment while proactively celebrating Ardent Mills' Black community.

MISSION

Work to improve the community within the Ardent Mills family by recruiting diverse employees, providing support and resources to ensure their retention and professional growth, which in turn helps create an environment that embraces and celebrates the culture of our Black team members. We aim to educate, inspire, and invigorate Ardent Mills and its African American, African Ancestry, Black and culturally identifying employees.

VISION

Help foster an organization whose vision and values reflect championing diverse life experiences and perspectives and will push innovation and company cohesiveness within Ardent Mills to unprecedented heights.



SPECTRUM

SPECTRUM is dedicated to creating a safe, inclusive space for LGBTQ+ employees. SPECTRUM represents transgender, queer, intersex, asexual, lesbian, gay, bisexual, questioning and straight identities, as well as every race, gender, gender identity, sexual orientation, religion, age and ability.

MISSION

Aligned to our promise, the mission of SPECTRUM is to cultivate a welcoming community to all, one that is equal, inclusive and diverse for all team members to feel safe, heard and embraced.

VISION

Build a community to serve and educate our team members and their families, as well as externally to our communities and our industry to embrace the LGBTQ+ community.





Women of Wheat (WOW)

WOW considers diversity to be a superpower and encourages all its members and allies to live out their promise by being curious and using their voice.

MISSION

WOW is committed to creating a strong and connected community where women can share knowledge, collaborate and inspire one another. We advocate for gender equity, challenge biases and promote diversity in the workplace.

VISION

WOW cultivates an environment of respect, belonging, and equity where all women can reach their full potential and contribute to a thriving and inclusive organization.



ARDENT MILLS WOMEN IN TECH

Women in Tech (WIT)

WIT passionately believes that diversity breeds innovation — that’s why we provide a community to empower women within the technology industry.

MISSION

We cultivate an inclusive environment where women are empowered to use their talents, voice their perspectives, and thrive throughout their careers. By sharing knowledge, perspectives and opportunities, we soar higher together to unlock the potential of women working with technology at Ardent Mills.

VISION

WIT champions diversity, believing that people of different backgrounds, experiences and perspectives are crucial for building strong, innovative teams.





Military Veterans at Ardent Mills (MVAM)

MVAM members believe that military veterans and those actively serving in the Guard and Reserve, have a unique set of skills and seek to promote these skills within Ardent Mills. In FY23, MVAM realigned its strategy to focus on integrating the experiences, values and knowledge of our military veteran team members.

MISSION

To create a strong workforce through collaboration, internal and external networks of personal and professional development, attracting a diverse workforce and creating mentorship opportunities that strategically align with Ardent Mills' core values.





Project Elle: Facility inclusivity infrastructure improvements

Project Elle provides improvements to our locker rooms, breakrooms and restrooms using 5S/Pristine principles and ensuring an inclusive space for all.

Our goal: To have our operating facilities and office locations hold up to the “Elle Standard” and ensure all team members feel valued.

Since the origination of Project Elle, we’ve supported inclusive spaces for all Ardent Mills team members by investing \$10 million into our community mills. In FY24, Project Elle provided upgrades at 29 of our locations with an aggressive goal of completing our work to create or expand inclusive spaces at all our locations by May 31, 2025. As our upgrades continue in FY25, we look forward to bringing the impact of Project Elle to every location across our expansive network, solidifying our commitment to inclusive spaces for all our team members.

Employee development

We invest heavily in our teams' personal and professional development. It's part of our people-first philosophy. From early onboarding sessions to continuous development that focuses on creating our next generation of leaders, Ardent Mills trains every team member to live our values and offer their professional best at every encounter.

Leading the Ardent Mills Way (LAMW)

LAMW is a blended learning journey, presented through the lens of emotional intelligence, which empowers Ardent Mills frontline leaders with the mindsets, behaviors and tools to lead themselves, their teams, and the business – the Ardent Mills way. Participants are assigned a “cohort” or group of cross-functional team members to go through their leadership journey.

In FY24, we successfully graduated 41 team members from LAMW. In our 12th cohort, we saw a 60% increase in engagement for teams and a 60% improvement from the management support score. From our 13th cohort, we saw an increase of 25% in engagement and 38% improvement in management support.

Aspire

Aspire is a year-long leadership program that takes an individual's understanding of leadership and pushes them to look up and inspire those around them. In this program, participants are educated about advanced leadership through a series of four in-person peaks that bring collective leadership, coaching/developing others, emotional intelligence, strategic leadership, resiliency and vertical development to life. In FY24, we launched our fifth cohort.

Cultivate

Cultivate is a structured learning experience to our new operations leaders, focusing specifically on team members in milling, operations and quality. Development associates participate in a 15-month program through all departments, learning about day-to-day operations through vigorous e-learning, hands-on tasks and discussions with organizational leaders. In FY24, Ardent Mills graduated 14 development associates who assumed frontline supervisor roles at 12 different facilities across the network.

Flourish

Flourish is our internship program that offers a hands-on learning opportunity for college students to immerse themselves in our culture, understand our processes and explore their potential to grow into a leader within Ardent Mills. This 8-12 week experience enables interns to engage in project work and address real-time issues alongside our teams.

During the summer of 2023, Ardent Mills hosted 37 interns from 12 universities across 20 different facilities and office locations in operations, quality, milling, risk, engineering, marketing and human resources.

In FY24, Ardent Mills improved this program further by implementing intern connection groups to help ensure interns interacted with one another throughout their experience. Our interns scored Ardent Mills 4.9/5 on recommending Ardent Mills as a great place to work to their friends.

Packaging, Loadout & Warehouse (PLW) Bootcamp

In FY24, Ardent Mills launched our first-ever PLW boot camp, held at our Wichita and Newton facilities. This camp is an opportunity for production leaders to take a deeper dive into packaging, loadout and warehouse processes while connecting with others across the network. Throughout the week-long event, 20 production leaders developed their technical and leadership abilities through facility tours, hands-on demonstrations, and leader-facilitated sessions, aimed at enhancing their frontline supervision skills.



Engagement Program

E3 (Engage, Empower, Enable), encompassing the E3 team, engagement ambassadors, and other key support roles, is dedicated to fostering a consistent and passionate culture aligned with Our Promise at Ardent Mills. The E3 team supports our network of engagement Ambassadors. These team members are responsible for helping to drive engagement, cultivate communication, build connections, seek feedback and share best practices.

In FY24, we focused on two key areas: refining our engagement program across the organization and enhancing the way we receive team member feedback to better enable our leaders to take impactful action. To accomplish this, we implemented the Ardent Mills Levers of Engagement and launched a new engagement survey platform.

- **Levers of Engagement:** Our Levers of Engagement were created to help provide a more intentional approach and increase alignment of our engagement efforts to our values.
- **Measuring success:** In FY24, we launched a new engagement survey platform that enables our leaders to delve deeper into feedback, identify key focus areas and develop effective action plans. Eighty-six percent of Ardent Mills team members responded, resulting in being above the industry benchmark of 81%. This enabled us to better benchmark ourselves against the manufacturing industry and accurately identify key focus areas to help improve the employee experience.

As a result of our focused efforts, we increased our employee net promoter score to 32, a 6-point increase from the previous survey that also put Ardent Mills 11 points above the manufacturing industry benchmark.

Planet



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Planet

Ardent Mills is committed to being a responsible steward of the environment to protect the long-term viability of our food systems and our shared planet. As a leading ingredient supplier, our business — and the customers and communities we serve through it — is reliant on the health of our planet.

We are committed to addressing the impact of our operations on the planet and we aim to do this by implementing programs and partnerships designed to responsibly manage our natural resources, reduce greenhouse gas emissions and waste going to landfill and create operational efficiencies.



Setting climate goals



Climate change remains a pervasive global concern, affecting communities everywhere. As it jeopardizes our food system and the intricate supply chains upholding it, climate change is one of the most important challenges for businesses across all sectors.

In FY24, we continued to work towards setting science-based target aligned emission reduction goals. We worked cross functionally to refine our emission reporting and started engaging suppliers to further understand our Scope 3 emissions reporting process.

Our process

- Working with our operations teams, we outlined emission reduction and sustainability related aspects of current and future projects to ensure we are capturing all the sustainability initiatives and benefits to projects across the organization.
- For the calendar year 2023, we conducted a greenhouse gas (GHG) inventory in accordance with GHG Protocol.
- For Scopes 1 and 2, we collected data from utility providers and calculated our emissions using the EPA's Emission Factors for Greenhouse Gas Inventories.
- Scope 3 analysis used 2023 procurement and purchasing data and represents both spend-based and activity-based analysis. We included the following categories in our Scope 3 analysis: purchased goods and services, upstream transportation and distribution, waste generated in operations, business travel and downstream transportation and distribution.

Waste reduction

In FY24, we identified several partners across the U.S., Canada and Puerto Rico and prioritized facilities to add into our waste pilot program. We added organic waste services at five new locations and worked on ensuring organic waste was put in the correct bins at some sites with current organic waste services. Across our sites we diverted more than 3.4 million pounds of organic waste away from the landfill to compost or feed reuse outlets. We have set a goal to divert 80% of waste from landfills across our network by 2030.

Streetsville, Ontario

In FY24, our Streetsville, Ontario facility worked with a waste services partner to divert 100% of waste created at the facility. In FY24, 96% of the waste was recycled and reused and the last 4% was sent to waste-to-energy which created 5588 kW of electricity for the Toronto area grid. The majority of our waste was organic material that was able to be composted and recycled.

Shuttle wagons

- Over the last two years we have replaced diesel railcar shuttle wagons with electric shuttle wagons reducing associated emissions 100% and reducing over 9,300 gallons of diesel used annually at our Colton and Stockton facilities.
- We have also replaced 10 higher emissions rail car movers with newer, more efficient ones which reduce emissions of particulate matter and nitrogen oxide by 90% and will reduce fuel consumption annually.



Operational efficiencies

In last year’s report, we reported that 29.35% of our North American facilities now use renewable energy — marking significant progress toward our goal of using 50% renewable energy usage across our operations by 2025. In FY24, we are proud to report that 39.07% of our North American facilities now use renewable energy.

We continue to drive towards this goal through a mix of project types including:

Directly sourcing renewable energy and retaining project-specific renewable energy credits (RECs)

Engaging in community solar projects

Purchasing replacement RECs to support our operations

| PROJECT TYPE | LOCATION | ANNUAL/TOTAL USAGE | SPECIFICS |
|--|--|---|--|
| Directly sourced renewable energy | Colorado Minnesota California Canada | Accounts for 10.14% of total usage | <p>5.30% of total usage in applicable community mills in the U.S. is covered by nonvoluntary certified renewable programs (CRPs) or by voluntary RECs.</p> <p>Colorado: 44.2% renewable energy through CRPs</p> <p>Minnesota: 41.9% renewable energy through CRPs</p> <p>Yuba City, California: RECs purchased through existing power provider, equating to 100% of mill's energy usage</p> <p>4.9% of total usage from Canadian footprint.</p> <p>Canada: powered by 63.3% renewable energy</p> |
| Project-specific RECs | Kansas Texas | RECs account for 14.30% of total usage | <p>Our projects in Kansas and Texas are utility-scale wind and solar farms that produce renewable electricity.</p> <p>Both projects are online and producing RECs that are being retired on our behalf.</p> |
| Community solar | Minnesota New York Massachusetts Oregon Illinois | RECs account for 14.63% of annual usage | <p>Procured 91,150 RECs in FY24.</p> <p>While we procured more RECs than the anticipated volume for community solar programs, as these projects come online, we will continue exploring opportunities, enroll in additional solar gardens and focus on energy efficiency to reduce our reliance on RECs over time.</p> |

Ingredients

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Ingredients

Our dedication to nourishing the future is anchored in accountability and realized through the establishment of a trustworthy network of partners. By fostering strong partnerships with our suppliers, we guarantee the provision of products that are not only safe and healthy but also integral components of an efficient supply chain.



Investing in supplier diversity



Ardent Mills believes that diversity is essential to growth, innovation and culture — not just within the company but within our supplier base. We abide by the federal definition of a diverse supplier: A qualified corporation, entity or provider that is at least 51% owned, controlled and/or operated by certified women, minority and veteran-owned businesses.

GOAL

Strive 100 - Achieve \$100 million of spend with diverse suppliers across all U.S. categories by end of FY28.

Supplier diversity roadmap

In FY24, we announced the roll out of our supplier diversity roadmap to promote diversity among our customers, functional groups and suppliers. We know that establishing a strong supplier diversity program builds community wealth, generates jobs and creates opportunities.

Diversity champions program

In FY24, we also launched a diversity champions program. Through this initiative, functional group liaisons serve as point persons, meeting quarterly to discuss near/future business needs, diverse supplier performance and other pertinent topics. This program is a part of the broader supplier diversity roadmap strategy to drive inclusion in our sourcing efforts and support our Strive 100 goal.

It starts with food safety

Our investment in a culture of food safety is inspired by our desire to provide safe, healthy, affordable food and ingredients for customers and consumers across North America.



- **Sourcing:** We believe food safety should be ingrained across the entire supply chain, starting with raw materials. We follow comprehensive procurement and auditing processes to ensure we receive safe, high quality, raw materials that comply with regulations and reach industry best practices.
- **Processing and preparation:** All our facilities are designed to prepare our products to the highest quality and safety standards. From carefully managing the flow of ingredients and cleaning and sanitation practices, to rigorous training programs for our team members, safety is paramount throughout our operations.
- **Testing:** We conduct regular testing for food safety and consistent performance of our products and to verify product compliance with internal and external standards.
- **Packaging and transportation:** Packaging plays a large role in ensuring our products reach customers safely and in optimal condition. It also carries clear information, where applicable, about how to prepare, store and use the product, with information on ingredients as well as any risks.
- **Research and innovation:** Food safety is dynamic. Expectations shift, regulations change, and our scientific knowledge evolves. Ardent Mills continuously improves our procedures and is dedicated to reducing risk wherever possible.



Food safety team breakdown

The **food safety** and **quality continuous improvement teams** focus on quality, food safety, vessels, food safety culture and claims. These teams work to continually improve the food safety and quality of all products produced and shipped by Ardent Mills.

- Both the **quality and food safety team** work to update policies and procedures to stay current with Global Food Safety Initiative standards and regulatory requirements.
- The **vessel committee** works with subject matter experts to ensure that vessels are properly inspected, maintained and cleaned so that product is shipped in food-safe vessels.
- The **food safety culture team** continuously evaluates our food safety culture by conducting surveys, sharing monthly food safety topics and develops food safety culture plans to continue to elevate food safety culture within Ardent Mills.
- The **claims committee** addresses all claims related to quality and food safety. The team addresses issues and shares findings with the business to help prevent repeat occurrences and reduce product claims.

Fostering the future

Regenerative agriculture

Ardent Mills works with farmers every day, so we see first-hand how agriculture plays a critical role in laying the foundation for future generations.

Our regenerative agriculture program continuously explores farming practices that support responsible production and consumption.

VISION

Create a more sustainable future for crop production by ensuring highly productive and profitable farmland, improving soil health and conserving water.

GOAL

Our goal is to enroll one million acres by the end of 2025 and 2.5 million by the end of 2030; the latter represents close to 50% of our wheat usage.

In FY24, we brought our total enrolled acres up to 598,064 in more than 15 growing regions across the U.S. and Canada.

This year we also enrolled 100,000 acres in nitrogen management programs with the intention of generating Scope 3 supply chain carbon insets. We engaged these growers to reduce nitrogen application by at least 5%. We did this through precise agronomic advice and in certain cases additional products such as nitrogen inhibitors that allow the crop to use more of the nitrogen applied thus leading to less overall application. We expect these insets to be certified and issued by the end of calendar year 2024 and will provide updates in next year's report.



³Water requirements, which are taken from fao.org and wisc.edu, are based on the assumption that the crop rotation where quinoa would be inserted into is two-thirds potato and one-third barley and alfalfa.



Purpose-Powered Innovation™

We continue to expand our product portfolio with plant-based solutions that meet the needs of our customers, consumers and the communities we serve.

New ingredient solutions introduced in FY24 include:

- **Egg Replace:** The demand for cost effective egg alternatives continues to rise due to recurring avian flu, inflation and growing interest in cage-free initiatives. To help solve this market need, Ardent Mills developed Ardent Mills Egg Replace, a 1:1 replacement for dried and liquid whole eggs that can provide long-term cost efficiency and supply stability. This innovative solution is composed of just four ingredients, including chickpea and

is designed for optimal taste, function and ease of use in bakery applications. Additionally, it is gluten-free, vegan¹ and contains no major U.S. food allergen or soy ingredients.

- **Ancient Grains Plus Baking Flour Blend:** Ancient Grains Plus Baking Flour Blend is precisely blended from whole-food ancient grains and chickpeas to provide more quality protein than traditional flours. It was created to simplify baked goods innovations and reduce reliance on added protein ingredients while supporting finished-goods protein goals. Crafted with a mild flavor, Ancient Grains Plus Baking Flour Blend can be easily incorporated into a variety of bakery applications. Additionally, it is plant-based, gluten-free and contains no major U.S. food allergens.

¹ <https://www.ardentmills.com/news/ardent-mills-launches-egg-replace-and-ancient-grains-plus/>

Beyond our product portfolio, we are also expanding other solutions to help our customers innovate successfully:

- Insights:** Ardent Mills Trend to Table™ is a proprietary report that we introduced in FY24. It was developed to help our customers create products consumers want to eat amid an always-evolving foodscape. Trend to Table brings together proprietary consumer analysis (more than 10,000 respondents) combined with industry market data and macro societal trends to identify the behaviors and preferences that matter most to how people eat today.
- Facilities:** Our state-of-the-art network of Ardent Mills Innovation Centers (AMIC) serves as dedicated spaces where our customers, culinary team members, R&D experts, and food scientists collaborate to develop, analyze and test a wide range of ingredients and applications. From traditional wheat to emerging alternative grains, our innovation facilities are strategically located:

 - Denver, Colorado: Our main hub, AMIC Denver supports comprehensive research and development efforts.
 - Portland, Oregon: A bakery-focused facility, AMIC Portland enhances our baking innovations using unique methods and technology to uncover genetic solutions to pulses and alternative grains, specifically chickpeas.
 - Saskatoon, Canada: AMIC Saskatoon specializes in flour blends and collaborates closely with our Canadian customers.
 - Pullman, Washington: In FY24, we expanded our footprint with AMIC Pullman. This facility is dedicated to pioneering alternative grain innovations such as chickpeas and other pulses. Our experts here also lead ingredient research and evaluate materials from plant breeding programs.



Principles

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Principles

We continually refine the way we manage ESG and recognize the importance of embedding sustainability and social impact into our business. Consistent with our values and our culture, our

governance structure is intended to help drive long-term stewardship and promote strong, balanced and sustainable performance.



Ethical culture

Ardent Mills believes that doing the right thing is the cornerstone of a long-term, meaningful and sustainable business. Our values outline the principles and expectations for each of us. These values serve as the guiding principles for our code of conduct and form the foundation for the ethics and behaviors described in our code of conduct. Ardent Mills team members are required to review the [Code of Conduct](#) once a year, and it is integrated into onboarding. Additionally, all suppliers must agree and adhere to the code of conduct.

Information security governance principles

We take information security seriously because we know how important it is to our team members, customers and business partners. We are committed to maintaining our information security management program to align with industry-standard frameworks. Information security is integral to our information systems across the entire lifecycle. Ardent Mills' governance, risk and compliance program (GRC) works to provide direction, assess, monitor, maintain and manage Ardent Mills' information security risks to preserve the confidentiality, integrity and availability of our customers' and business partners' information.



Meet our leaders

Senior leadership team



Dan Dye
Chief Executive Officer
2014-2024



Sheryl Wallace
Chief Executive Officer



Angie Goldberg
Chief Growth Officer



John Barton
Chief Financial Officer



Heather Dumas
Chief People Officer



Chris Meyerpeter
Chief Information Officer



Mike Miller
Vice President, Risk



Jeff Zyskowski
Vice President, Supply Chain



Troy Anderson
Vice President, Operations



Kent Juliot
**Vice President,
Research, Quality & Technical
Services**



Angie Miller
Vice President, Sales



Kate Kimball
**General Counsel,
Corporate Secretary and
Chief Compliance Officer**



Board of directors*

- Alexandre “Ale” Eboli, **EVP, Chief Supply Chain Officer, Conagra Brands**
- Olivia Nelligan, **EVP, Global CFO, Chief Strategy Officer, CHS, Inc.**
- Dave Marberger, **EVP, CFO, Conagra Brands**
- Gonzalo Petschen, **President & Group Leader, Cargill**
- Thomas McGough, **Co-Chief Operating Officer, Conagra Brands**
- Ana Carolina Queiroz, **VP of Finance, Cargill**

ESG steering committee

- Heather Dumas, **Chief People Officer**
- Jeff Zyskowski, **Vice President, Supply Chain**
- Shrene White, **VP of ESG and grower relations**
- Phoenix Dugger, **Senior Manager, ESG**
- Kate Kimball, **General Counsel, Corporate Secretary and Chief Compliance Officer**
- Greg Garrett, **Director, DEI**

[Read more on ESG governance here](#)

* As of May 31, 2024

