



Global Issues Identification + Prioritization

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Cargill at-a-glance

With
150,000
employees



located in
70
countries

Over
150
years of experience



our purpose
is singular:
**to be
the global
leader in
nourishing
people**

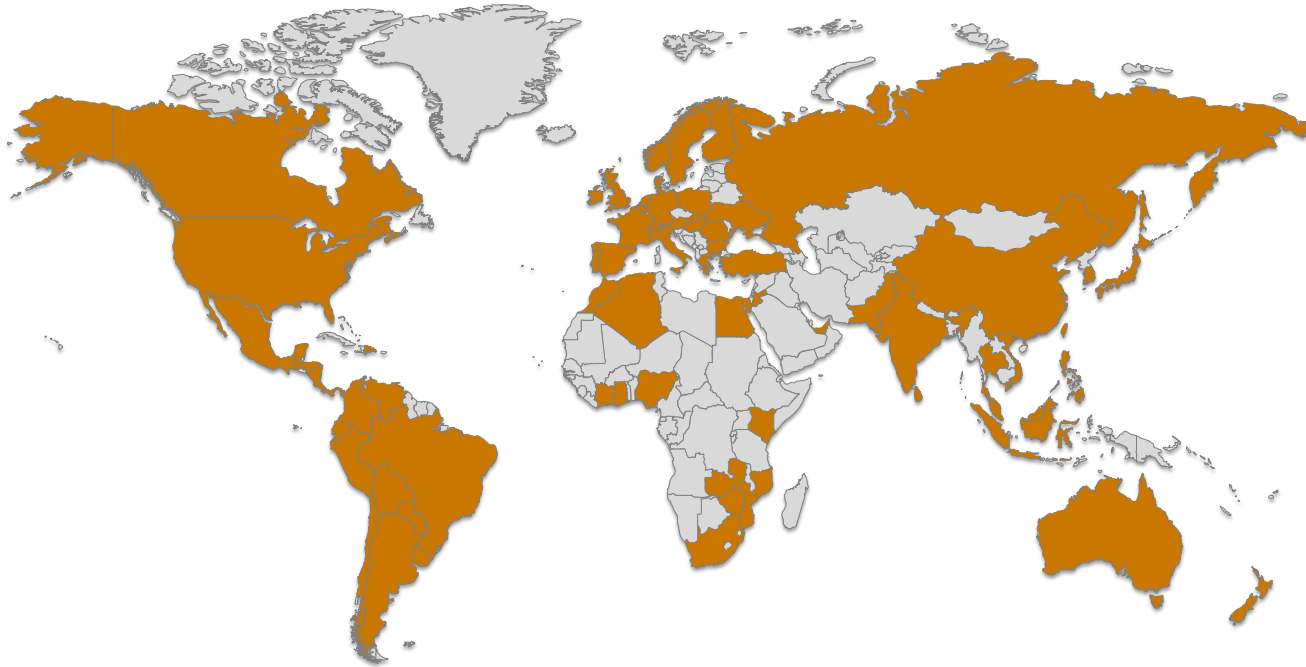


Helping people and organizations *thrive*

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Our global footprint



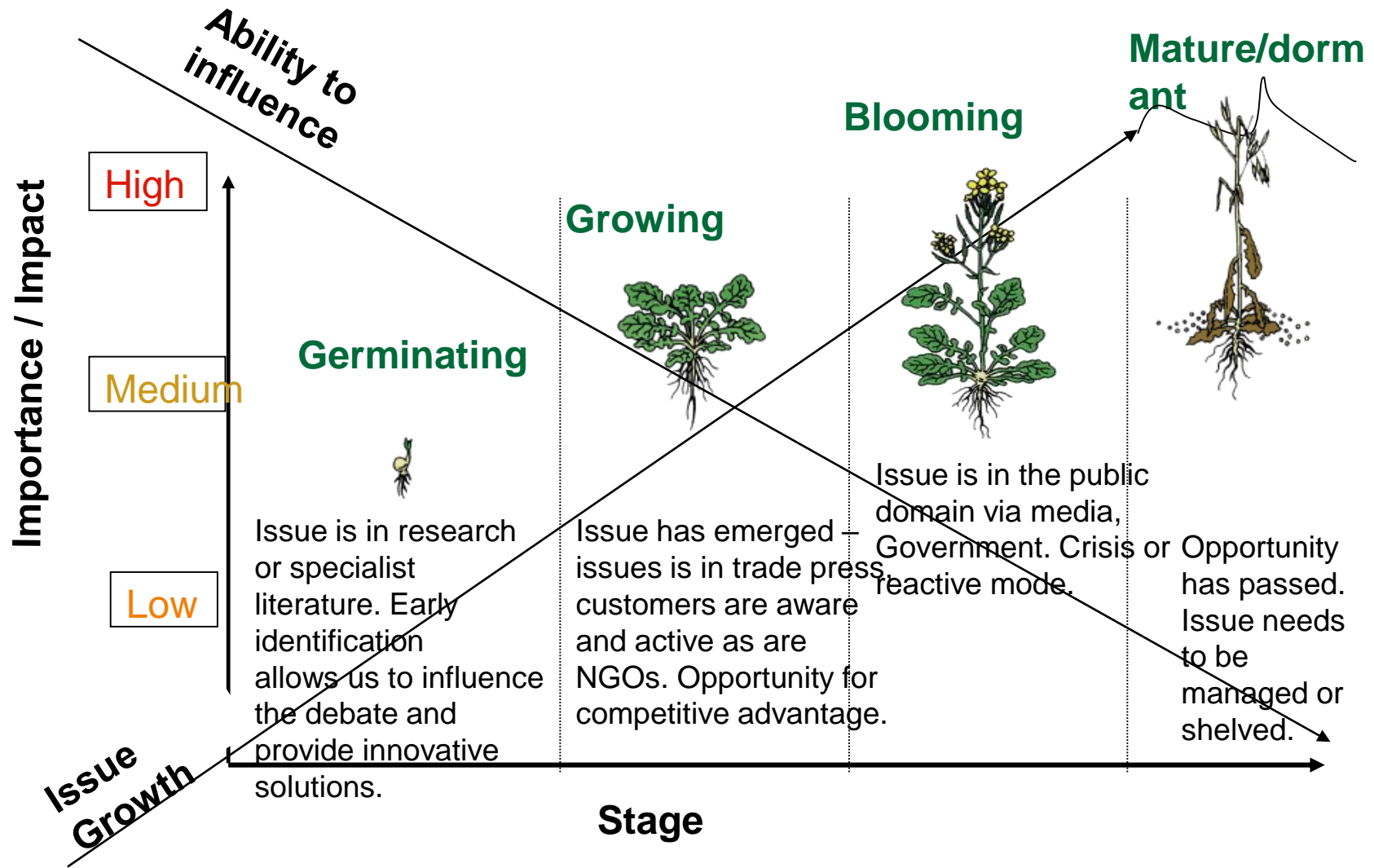
We operate within four key business segments:

Food	Agriculture	Financial	Industrial
			
<p>We provide food and beverage manufacturers, food service companies and retailers with high-quality ingredients, meat and poultry products, and health-promoting ingredients and ingredient systems.</p>	<p>We buy, process and distribute grain, oilseeds and other commodities to makers of food and animal nutrition products. We also provide products and services to crop and livestock producers.</p>	<p>We provide our food, agricultural, industrial and financial customers around the world with risk management and financial solutions.</p>	<p>We serve industrial users of energy, salt, starch and steel products. We also develop and market sustainable products made from agricultural feedstocks.</p>

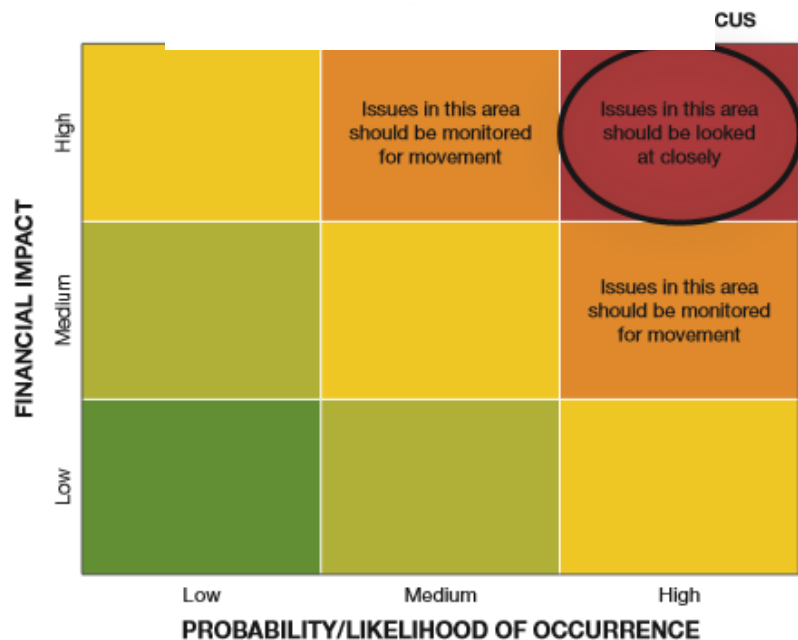
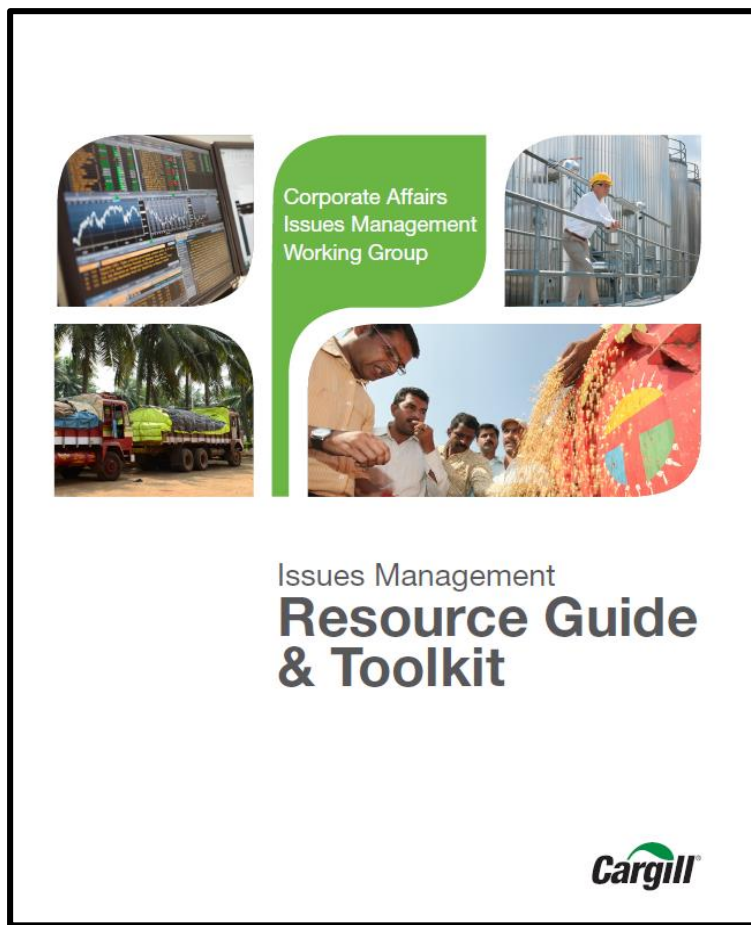


Our issues evolution

Early Days: Team mapping exercises



Issues identification ≠ Issues Management



Using technology to aggregate global issues – v 1.0



Ideas **i2i**
to Innovation

ISSUES MANAGEMENT DATABASE

Welcome!

This is the site where you can find and add information about the issues confronting Cargill. These issues are being managed by internal teams across Cargill's functions and businesses.

The Issues Management Database makes it easy to understand what the issues are, who is working on them, and how they are being handled. It helps us avoid duplication of effort and provides greater visibility to the issues, which enables us to track and move quickly when necessary.

We have divided the database into issues that are being managed and issues that are only being monitored.

You can sort your views by clicking one of the options in the menu on the left of this homepage.

This data is for internal use only. Please do not edit other people's input without their consent.

Add a managed
issue

Watch a
training
video



Add a monitored
issue

View all managed
issues

View all
monitored
issues

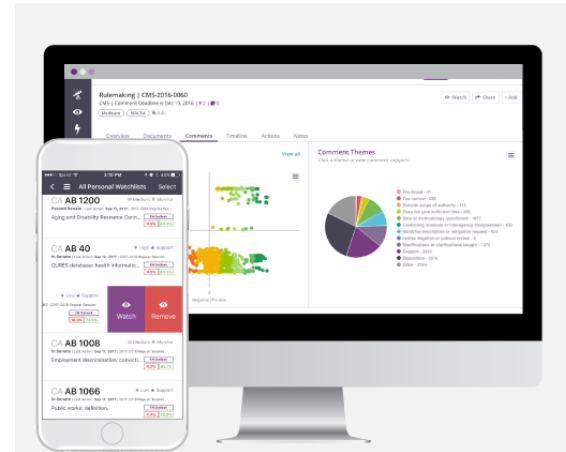
Modernizing our work

Technology leapfrog on global issues

NETBASE™
LEADER IN SOCIAL ANALYTICS



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Harvesting the collective wisdom of Cargill

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Issue Category

Create Issue

1 Filter Selected Reset

Issue Category

Agricultural Policy

Animal Welfare

Biofuels

Biotechnology

Climate

Farmer Livelihoods

Feed

Financial Regulation & Taxation

Food Ingredient

Food Safety

Food Security

Labor, Immigration, & Human...

Land & Forests

Nutrition

Protein

Sustainable Development

Trade

Water

Enterprise

Geography

e.g. PA SB 219, renewable energy, "specialty tier"

Search

FN

Filter Issues by name

Search

Issue Name	Status	Public Sensitivity	Financial Impact	Reputational Impact	Latest Activity
[Agricultural Policy Issue] Water Agricultural Policy	Yellow	1	3	2	@username changed Financial Impact
[Agricultural Policy Issue] Trade [Category]	Green	2	4	4	[Activity]
[Sustainable Dev Issue] Sustainable Development [Category]	Yellow	5	2	1	[Activity]
[Nutrition Issue] Nutrition [Category]	Green	5	2	1	[Activity]
[Nutrition Issue] Trade [Category]	Red	5	2	1	[Activity]
[Protein Issue] Protein [Category]	Green	2	4	4	[Activity]
[Food Security] Food Security [Category]	Yellow	5	2	1	[Activity]
[Climate Issue] Nutrition [Category]	Red	5	2	1	[Activity]
[Climate Issue] Trade [Category]	Red	5	2	1	[Activity]
[Food Security] Food Security	Yellow	5	2	1	[Activity]

4

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Issue filters

Help us to prioritize and gain insights

- **Issue category** – taxonomy linked to our team structures + internal issues communications platform
- **Geography** – APAC, EMEA, LATAM, NOAM
- **Enterprise/business group**
- **Financial impact** \$
- **Reputational impact** (scale 1-5)
- **Public sensitivity** (scale 1-5)
- **Status** (red, yellow, green)

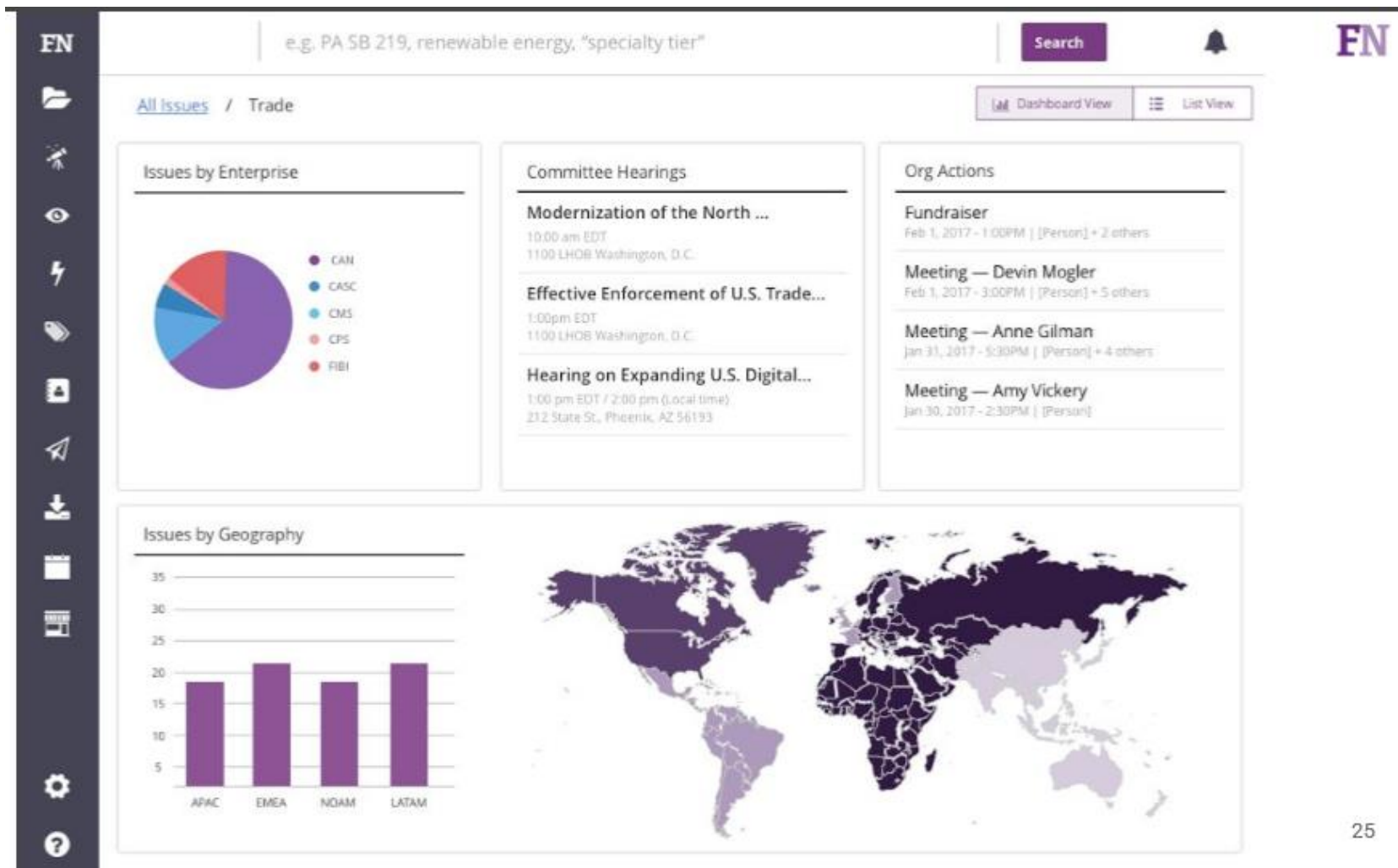
The screenshot shows a 'Create Issue' modal form overlaid on a dashboard. The form contains the following fields and options:

- Name ***: U.S. Immigration Reform
- Issue Category**: A grid of 18 buttons with checkboxes. The 'Labor, Immigration, & Human Rights' button is selected.
- Geographies**: A row of four buttons with checkboxes: APAC, EMEA, NOAM (selected), and LATAM.
- Enterprises**: A row of five buttons with checkboxes: CAN, CASC (selected), CPS, FBI, and CMS.
- Financial Impact**: A text input field containing '\$10,000,000'.
- Reputational Impact**: A dropdown menu showing the value '2'.
- Public Sensitivity**: A dropdown menu showing the value '4'.
- Status**: A dropdown menu showing the value 'yellow'.
- Buttons**: 'Cancel' and 'Continue' buttons at the bottom right.

The background dashboard shows a sidebar with filters for Category, Selected, and Issue Category, and a main area with a search bar and a table of issues.

At-a-glance – what we are seeing globally on trade

(Note: Prototype- not actual trade dashboard)



25

Lessons learned

OUR GLOBAL ISSUES JOURNEY

- Perfect is the enemy of good – start somewhere and be cognizant of blind spots.
- Leverage your structure if you can - our global Corporate Affairs team is the backbone of the system we have built.
- Digital technology is a blessing, but it not the whole answer
- Your people are the best source of information – find simple, easy ways to capture what they are seeing and hearing
- Prioritize and filter – it will make a complex world easier to navigate and help you determine your next steps

