



# 2014 Citizenship Report

Full Report

New



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For questions regarding this report, please contact Chris Kircher, vice president, Corporate Affairs, at 402-240-5392 or via e-mail at [chris.kircher1@conagrafoods.com](mailto:chris.kircher1@conagrafoods.com)

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ConAgra Foods' strategy is represented by our *Recipe for Growth*, with citizenship as an important component. Citizenship is also central to our aspirations for making a positive impact on society. That's why we are intent on providing affordable, quality food and on being a good neighbor, a place where people are proud to work and a company that our stakeholders can rely on as we embrace the responsibilities of being one of North America's largest food companies. During FY14, ConAgra Foods:

MEMBER OF  
**Dow Jones  
 Sustainability Indices**  
 In Collaboration with RobecoSAM

- Earned a place on the Dow Jones Sustainability Index North America for the fourth consecutive year.
- Conserved more than 820 million gallons of water, reduced carbon emissions and landfill waste and cut packaging needs, saving more than \$30 million.
- Celebrated our fourth annual companywide service event, which started as a day of service, then a week of service, and this year, turned into a month of service. In April, employees across the country united to do good in the communities where we live and work. Whether packing meals, sorting food or other acts of service, they donated their time — thousands of hours — and their talents to the issue of hunger.
- Launched an innovative, collective impact initiative to significantly reduce food insecurity over three years in the Omaha metro area, our world headquarters, with the objective of replicating our efforts in other parts of the country in the future.

FY14 also marked the first full fiscal year operating the Ralcorp private brand business, a transformative acquisition completed in FY13. As a company now with 32,000 employees, we've significantly expanded our operating footprint, and the food we make can be found in 99 percent of U.S. households. Our greater reach provides more opportunities to build on ConAgra Foods' Good for You, Good for the Community and Good for the Planet citizenship platform, making a positive impact where we live and work.

We hope you'll see in this report that our citizenship commitment is strong and unwavering. We appreciate your interest in our progress and thank you for taking part in our journey.

## Gary Rodkin

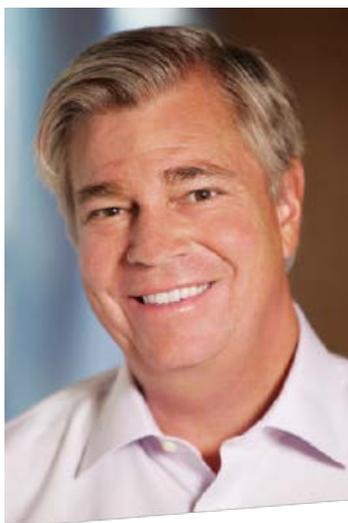
Chief Executive Officer, ConAgra Foods



## Thanks for your interest in ConAgra Foods' 2014 Citizenship Report. Our journey continues to be an important part of our business strategy, and we're pleased to share with you our latest achievements and the opportunities that lie ahead.

We're pleased this year to share four priority areas that will provide focus and direction for efforts within our *Good for You*, *Good for the Community* and *Good for the Planet* citizenship platform. These include: Eating Well, People and Culture, Eliminating Waste and Food Access & Availability. Under each of these **priority areas** are specific strategies and objectives that are most impactful to our business and important to stakeholders. Throughout this report, we discuss progress and challenges faced in each of these areas, and we are committed to maintaining an open dialogue on our efforts going forward.

During FY14, a primary business focus has been on the integration of the Ralcorp private brands and frozen bakery business, which we acquired in the third quarter of the prior fiscal year. Our efforts have included work toward our citizenship ambition, and we've learned a great deal over the past year having spent a considerable amount of time getting to know our new employees, understanding the new parts of our business, and assessing the social and environmental impacts, opportunities and challenges associated with these operations. Our 10,000 newest members of the ConAgra Foods family have already proven to be a formidable asset, eager to help address the complex issues — such as hunger, food safety and climate change — faced by our industry today.



In the months ahead, we will be working on two strategic initiatives to drive our citizenship strategy and accelerate progress toward our goals. First, with the recent transformation of our business, we plan to refresh the materiality assessment that was completed two years ago. Though we don't anticipate significant changes, we do feel it is important to include our new businesses in evaluating social and environmental aspects and actively engaging external stakeholders in this process. Second, our **Citizenship Steering Committee** is reviewing its current structure and evaluating options that could further accelerate its citizenship efforts, while aligning with the company's overall business strategy and engaging more people throughout the organization. We look forward to sharing the outcomes of both these initiatives next year.

I hope as you read through this year's report, you'll feel the same level of respect and gratitude that I do for all the people who truly do make everyday foods in extraordinary ways. We're proud of our employees' passion in bringing ConAgra Foods' social and environmental commitments to life every day. More than ever, we're collaborating with all of our stakeholders to make positive changes, not just within our business, but also within the industry. It is the collective impact of people working together that makes this possible.

### Chris Kircher

Vice President, Corporate Affairs and President,  
ConAgra Foods Foundation

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# Focus Areas & Philosophy



Eating Well: Leading the industry in providing safe food to our customers and consumers around the world

- Maintain Global Food Safety Initiative (GFSI) certification for all ConAgra Foods' facilities
- Complete food safety audits on 100 percent of our strategic suppliers

1 of 11



Eating Well: Making a wide range of food choices available throughout our portfolio to help people eat well by:

- Promoting a healthy body weight through portion and calorie control
- Encouraging dietary variety with convenient sources of whole grains, vegetables/fruits, legumes and nuts/seeds
- Providing foods which easily fit into a heart healthy eating pattern

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People & Culture: Focusing on ethics and integrity

- Promote ethical business standards internally and with our many constituents, to sustain and build trust

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People & Culture: Succeeding through people

- Enhance employee development through year-over-year improvements in quality learning hours delivered
- Provide growth opportunities, evidenced by maintaining at least a 70 percent internal fill rate in lateral moves and promotions
- Continuously improve workplace safety in the journey to eliminating injuries by reducing our OSHA injury rate by 10 percent each year

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People & Culture: Growing a more diverse and inclusive team

- Demonstrate year-over-year improvement in engagement survey items that are key drivers of inclusion
- Achieve diversity retention at parity
- Strive for an annual diverse hiring rate in excess of current representation

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People & Culture: Nourishing our communities

- Contribute 100,000 volunteer hours in local communities by 2020, with 10 percent being skill-based contributions

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Eliminating Waste: Addressing climate change through energy efficiency and innovation

- Reduce greenhouse gas emissions by 20 percent per pound of product by 2020

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Eliminating Waste: Reducing water use and addressing water risk

- Reduce water use by 20 percent per pound of product by 2020
- Continue to monitor and mitigate water risk in our operations and supply chain

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Eliminating Waste: Reducing waste and keeping it out of landfills

- Reduce waste generated in our facilities by 2020 by 1 billion pounds cumulatively
- Continue our journey to zero-waste to landfill, while focusing on directing materials to the most beneficial use
- Lead the industry in packaging for sustainable systems, with continuous improvement of design and understanding the role packaging plays in preventing food waste

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Food Access & Availability: Ending child hunger

- Donate 100 million meals to children in need by 2020
- Engage customers in our efforts to end child hunger

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**Food Access & Availability:** Working with our supply chain partners toward assuring long-term access to ingredients and materials needed to make our products.

- Encourage implementation of sustainable agriculture practices with our contracted farmers through implementation of a field-level, metrics-based program
- Participate in certified sustainable sourcing programs, where material to our business

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## Our Citizenship Philosophy

**Another reason to feel good about the food you love.**

The people of ConAgra Foods create everyday food in extraordinary ways. That means making food that's delicious, safe, nutritious and convenient, while collaborating with others like farmers, suppliers, customers and people who love our food. We're looking forward to making food for generations to come, and doing so in a way that's not only good for business, but good for you, good for the community and good for the planet.



### Good for You

We're talking about you, the person who loves our food. We want nothing more than to make safe, delicious, affordable and nutritious foods while providing the information you need to make choices for a healthy lifestyle.



### Good for the Community

This includes employees, investors, suppliers and business partners, as well as the communities where we live and operate.



### Good for the Planet

Air. Water. Natural resources. These are things we all share. And, we want to do our part to make sure we can keep doing so for a long, long time.

## Our Citizenship Focus Areas

Our citizenship program is a natural extension of our purpose and operating principles. We've built our citizenship strategy around three planks that articulate our values as a responsible corporate citizen — Good for You, Good for the Community and Good for the Planet. To prioritize issues within each of these three planks, our **Citizenship Steering Committee** completed a materiality assessment to identify four focus areas: Eating Well, People & Culture, Eliminating Waste and Food Access & Availability. During FY15, we plan to revisit this assessment in light of our recent business transformation, including proactive engagement with external stakeholders.

## Our Operating Principles

1

### Simplicity

Stripping away the unnecessary to focus on the things that will help us grow.

2

### Accountability

Taking responsibility for our parts of the business as though we own the whole business.

3

### Collaboration

Knowing we are more valuable as a team and that we all have a responsibility to bring out the best in each other.

4

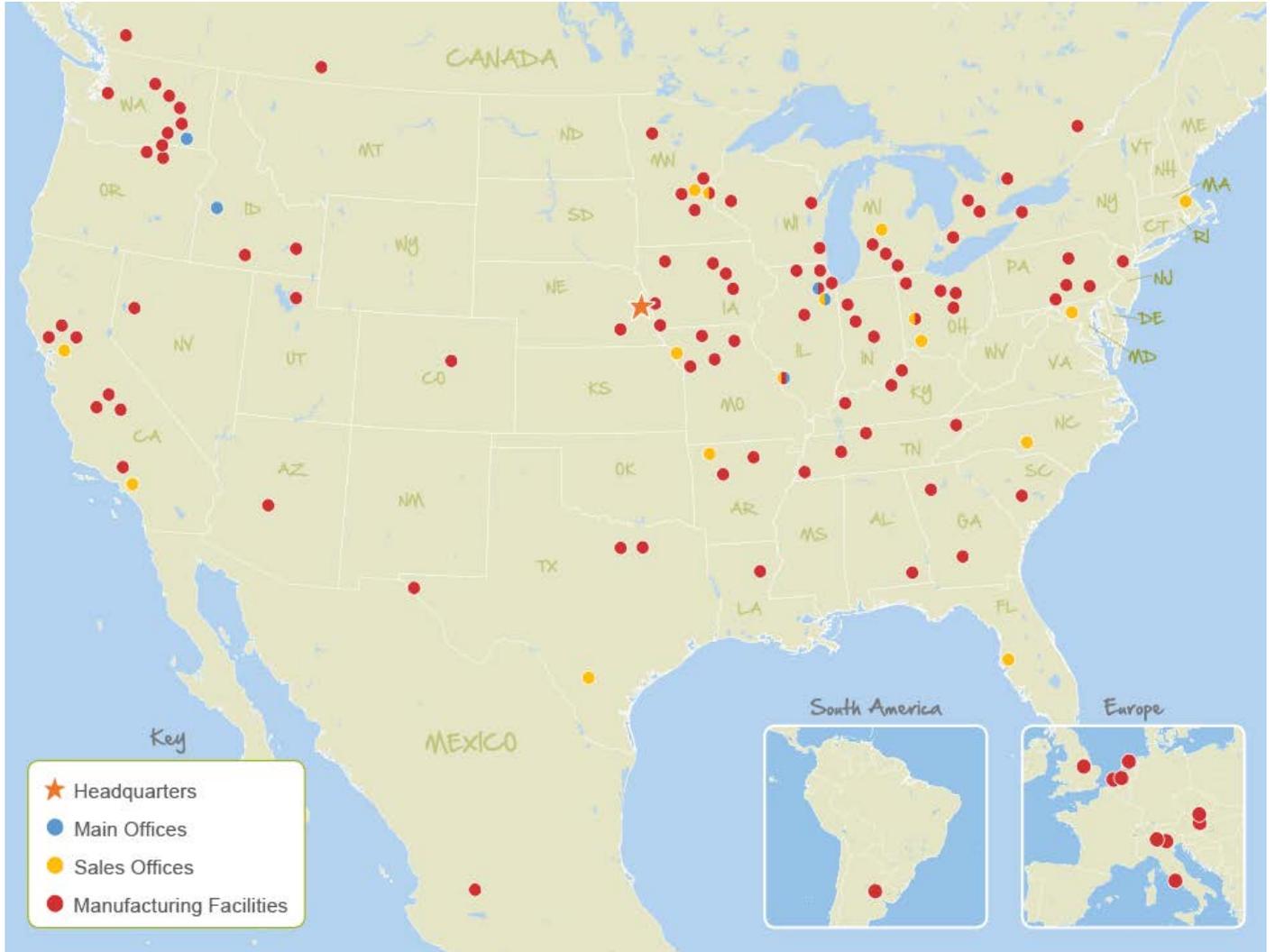
### Imagination

Constantly thinking of new ways to do our jobs better no matter where we sit within ConAgra Foods.



In FY12, ConAgra Foods developed and shared **Our Recipe for Growth**, defining our five-year business strategy, of which citizenship is a core component.

# ConAgra Foods Locations



## Alabama

- Dothan

## Arizona

- Tolleson

## Arkansas

- Batesville
- Bentonville
- Russellville

## Iowa

- Cedar Rapids
- Council Bluffs
- Hamburg
- Lake View
- North Liberty
- Waterloo

## New York

- Tonawanda

## New Jersey

- Cranbury

## North Carolina

- Charlotte

## Washington

- Connell
- Kennewick
- Kent
- Pasco (2)
- Paterson
- Quincy
- Richland
- Warden

**California**

- Anaheim
- Azusa
- Fresno
- Helm
- Lodi
- Oakdale
- Oakland
- Pleasanton
- Visalia

**Colorado**

- Denver

**Florida**

- Tampa

**Georgia**

- Forest Park
- Sylvester

**Idaho**

- American Falls
- Boise
- Twin Falls

**Illinois**

- Carol Stream
- Chicago
- Downers Grove (2)
- Naperville (2)
- Streator
- South Beloit

**Indiana**

- Brookston
- Indianapolis (2)
- Rensselaer

**Kentucky**

- Buckner
- Louisville (2)
- Princeton

**Louisiana**

- Delhi

**Maryland**

- Baltimore

**Massachusetts**

- Foxborough

**Michigan**

- Battle Creek
- Grand Rapids
- Quincy
- Walker

**Minnesota**

- Bloomington
- Fridley
- Lakeville
- Maple Grove
- Minneapolis (2)
- Park Rapids

**Missouri**

- Excelsior Springs
- Macon
- Marshall
- Overland Park
- St. Louis (3)
- Trenton

**Nebraska**

- Lincoln
- ★ Omaha (Headquarters)

**Nevada**

- Sparks

**Ohio**

- Archbold
- Lancaster
- Marion
- Mason
- Morral
- Troy (2)

**Oregon**

- Boardman (2)
- Hermiston

**Pennsylvania**

- Hanover
- Lancaster
- Milton
- Womelsdorf

**South Carolina**

- Columbia

**Tennessee**

- Dickson
- Humboldt
- Memphis
- Newport

**Texas**

- Carrollton
- Duncanville
- El Paso
- San Antonio

**Utah**

- Ogden

**Wisconsin**

- Menomonie
- Milwaukee
- Ripon(2)

**International**

- Boisbriand, Quebec
- Brantford, Ontario
- Delta, British Columbia
- Dresden, Ontario
- Georgetown, Ontario
- Kitchener, Ontario
- Taber, Alberta
- Irapuato, Guanajuato, Mexico
- Pergamino, Argentina
- Gelit, Italy
- Milan, Italy
- Verolanuova, Italy

We also have sales offices in Canada, China, Colombia, Egypt, India, Japan, Kuwait, Mexico, Panama, Puerto Rico, Qatar, Saudi Arabia, Singapore, South Africa and United Arab Emirates (UAE), which are not represented on this map.

# Key Impacts, Risks & Opportunities

## Good for You

### Key Impacts Risks

#### Health and Nutrition

Health care issues facing the population have increased the need to help consumers balance their desire to maintain or improve the nutrition profile of their overall diet with their food and taste preferences, busy lifestyles and household budgets. If the food we make fails to keep pace with the interplay of these priorities, our business performance may be negatively impacted.

#### Food Safety and Quality

All food companies face the risk of product recalls, either directly linked to their manufacturing practices or as a result of using a contaminated ingredient from a supplier. Recalls can result in financial and reputational loss.

#### Product Labeling

Consumers, customers and other stakeholders deserve accurate labeling of the ingredients and nutritional composition of the food we make. Inaccurate information erodes trust, is costly to correct, and has a negative impact on both short-term and long-term business performance.

### Opportunities

To establish a competitive advantage in the marketplace, we integrate knowledge of consumer insights with nutrition science to make informed decisions about how to diversify our portfolio of foods to address the changing dynamics among nutrition, taste, cost and convenience.

By achieving Global Food Safety Initiative (GFSI) certification at our manufacturing facilities and influencing third parties in our supply chain to do the same, we minimize the risk of recalls throughout the production life cycle of the food we make.

By focusing on continual improvement of the systems used to perform food labeling, the capability and expertise of the people using these systems, and detailed root cause analyses and corrective actions for errors when they occur, we increase the quality, efficiency and accuracy of our food labeling information.

## Good for the Community

### Key Impacts Risks

#### Employee Development

Employees may be lured away to other opportunities in a competitive job market if they don't feel they have adequate professional development and career advancement opportunities. Under-investing in people may increase our turnover rate and hinder recruiting efforts.

#### Workplace Safety

Unsafe working conditions lead to a high injury rate and poor employee satisfaction, increasing turnover and workers' compensation costs.

#### Community Involvement

Manufacturing facilities risk being perceived as a burden on local communities or passive corporate citizens, putting a strain on natural resources. This can result in an impaired corporate reputation and an inability to attract and retain employees.

### Opportunities

Investing in our employees' professional development and celebrating their diversity improves employee satisfaction and retention and enhances our recruiting success.

Improving workplace safety and encouraging safe working behaviors instills a safety-focused culture, reducing our injury rate and costs.

A clearly defined social platform serves as the basis for our charitable contributions and community outreach, enhancing our reputation as a responsible corporate citizen.

# Good for the Planet

## Key Impacts Risks

## Opportunities

### Agriculture

Climate change, water risk and other environmental factors — combined with a growing global population — present some of the greatest challenges that the food industry must address.

Collaborating with growers on sustainable agriculture programs will strengthen our relationships with these critical business partners and help ensure reliable sources of critical ingredients.

### Climate Change

The physical, regulatory and reputational risks associated with climate change present risks to our operations, such as changing weather patterns affecting crop yields and regulatory costs related to carbon emissions.

Improving energy and transportation efficiency and encouraging sustainable product and process innovation can reduce operating costs, improve our climate resiliency and limit the potential impact of greenhouse regulations.

### Food Waste

Approximately 40 percent of all food is wasted, and if disposed of in a landfill, creates methane, a potent greenhouse gas. Food waste also represents a critical loss of our ingredients.

Finding every opportunity to reduce food waste is the key. We can do that in our systems through better practices and yield improvements, and for our consumers with better packaging and product innovation. We follow the Environmental Protection Agency's (EPA) Food Waste Hierarchy to direct those materials to a better destination than a landfill: to feed people, feed animals, recover energy or make compost.

### Product Packaging

Potential extended product responsibility (EPR) programs in the U.S. may change the business model around funding for the packaging recycling infrastructure and systems.

While we continue to work to optimize our packaging through source reductions, use of renewable materials and increasing recycled content, we also recognize that packaging has a critical role to play in how we affect the issues of food waste and losses. Better packaging can reduce damage in transport and in stores and can also help food store longer, giving people more time to eat our food. Our opportunity is to make packaging work better to support the big picture.

### Water Risk

We rely on the availability of quality water resources to grow raw ingredients and process finished goods. Concern over water scarcity and increasingly stringent water quality regulations can affect operations.

Progress toward our water use reduction goal will improve our operating efficiency and reduce company exposure to water-related risks.

# Understanding Our Impact



## Innovation and R&D>

### Direct Responsibility

Innovation is at the heart of ConAgra Foods. As a company, we strive to continuously enhance the value of the food we make. In addition to developing new products, our Research, Quality & Innovation team works to:

- Continuously improve food safety and quality.
- Enhance the nutritional value of foods through portion control, dietary variety and heart health.
- Promote packaging sustainability through thoughtful design and material selection.

## <Production and Manufacturing

### Direct and Indirect Responsibility

Our production footprint includes about 99 facilities and a network of contract manufacturers. To create a diverse and inclusive culture where our employees thrive professionally and take pride in what they do, we are committed to:

- Providing a safe working environment.
- Minimizing our impact on the planet and conserving resources.
- Investing in and supporting our local communities.
- Developing our employees to improve talent.

## <Distribution

### Direct and Indirect Responsibility

We use a network of owned, third-party or customer-controlled transportation networks to deliver our food to our retail, restaurant and food processing customers. We take responsibility for product distribution by working with our transportation partners to:

- Ensure that our food arrives safely at its final destination.
- Reduce waste and greenhouse gas emissions by improving transportation efficiency through pallet and packaging optimization.

## <Marketing and Consumer Outreach

### Direct Responsibility

We communicate with our consumers using a variety of media, ranging from social media to on-package communications. We are committed to responsibly promoting and advertising our food and incorporating information consumers can use to make decisions for a healthy lifestyle. We strive to:

- Provide helpful and clear information on our packaging regarding nutrition and safe food preparation.
- Educate our consumers on the importance of a well-balanced and healthy diet and help them choose foods that fit their nutritional needs.
- Communicate responsibly to all audiences, particularly families and children.

## Suppliers >

### Indirect Responsibility

Many diverse business partners comprise our supply chain, providing such things as ingredients and packaging. We hold our suppliers to high standards, expecting them to:

- Adhere to strict food safety and quality standards.
- Operate in accordance with our Supplier Code of Conduct.
- Employ biotechnology carefully and conscientiously.
- Pursue environmental sustainability in their own operations.

Understanding the impact of our business throughout the life cycle of the food we make is critical to developing a comprehensive approach to corporate citizenship. **For many aspects of our business — such as innovation and operations within our own facilities — we have direct responsibility for decisions that are made on a day-to-day basis. For others, we have indirect responsibility through our buying power and marketplace presence.** In both instances, we believe an open dialogue is critical to ensuring that our business partners — both up and down the value chain — are aligned with our standards of quality and ethical performance. By collaborating with farmers, suppliers, contract manufacturers and outside transportation networks, we are developing innovative ways to improve supply chain efficiency, while providing greater value to our customers and more sustainable products to our consumers.

# Corporate Citizenship Governance

At ConAgra Foods, corporate citizenship is overseen by our most senior executives, governed by our senior leadership team, developed and managed by vice presidents and management employees in key functional areas, and embraced and implemented by our more than 32,000 passionate employees.

At the highest level, our Board of Directors' Nominating, Governance and Public Affairs Committee regularly meets with management to review internal and external factors and relationships affecting the company's reputation, including social and environmental issues. This committee is composed of independent Board members, none of whom is or has ever been employed by ConAgra Foods. Additional information regarding our Board and governance principles is available online in our [2014 Proxy Statement](#).

Our corporate citizenship strategy is developed by our Citizenship Steering Committee, which is led by a member of our senior leadership team and our vice president of Corporate Affairs, and is composed of key leaders and subject matter experts in key functional areas. These key leaders head up councils that align with our Good for You, Good for the Community and Good for the Planet planks. Vice presidents and management employees are responsible for implementing programs to drive progress against our corporate citizenship objectives. Our employees' engagement provides the passion, enthusiasm and innovation to embed corporate responsibility into the fabric of our company. By volunteering in our communities, participating on our plants' Green Teams and collaborating on cross-functional sustainability projects, our employees bring the citizenship ambition in Our Recipe for Growth to life.



Our Employees "Turn Orange" to Raise Awareness of Child Hunger



Food safety and quality in manufacturing & distribution



2014 Sustainable Development Awards



# Corporate Ethics



ConAgra Foods' commitment to doing what's right for the environment extends beyond our own operations. [Learn more >](#)

As a company, we hold ourselves accountable for our successes and our mistakes.

## Code of Conduct

Our Code of Conduct provides guidelines for our workplace conduct. It is each employee's personal responsibility to uphold our Code of Conduct, and, as a company, we hold ourselves accountable for our successes and our mistakes. **Our Code of Conduct reminds us of the legal and ethical standards for conducting business, managing our employees, and interacting with consumers, suppliers, customers, communities and governments.** It also guides our environmental practices and helps ensure we abide by all laws and regulations to protect our natural resources and minimize negative impacts.

The Board of Directors' Audit/Finance Committee oversees our Code of Conduct and determines, or designates appropriate persons to determine, remedial actions in the event of a violation. Beginning in 2010, all salaried employees were required to complete several e-learning Compliance Training Program courses to help employees better understand the behavioral and ethical guidelines outlined in ConAgra Foods' Code of Conduct and certain federal and state laws. Each employee's curriculum was determined based on his or her job title and responsibilities. New employees also are required to take the Compliance Training Program as part of their onboarding process.

## Human Rights

**ConAgra Foods prohibits the use of forced labor in our operations, including human trafficking and slavery. Accordingly, any work performed by an employee or an associate that is involuntary and/or performed under threat of physical harm or other penalty is prohibited.** To the extent any employee disagrees with his or her terms and/or conditions of employment, he or she may raise a complaint through any of the numerous avenues of redress available to employees under the company's management structure and the company's Code of Conduct or leave at any time. All applicants, post-offer, must also provide proof of their ability to work. ConAgra Foods takes steps to ensure it is in compliance with state and federal child labor laws through both its hiring policies and its human resources practices. ConAgra Foods' standard entry-level wage is at least equal to — and often exceeds — the local minimum wage at all locations of operation.

## Animal Welfare

The only way to deliver quality products is to follow quality procedures, which includes how farm animals are raised and processed. We believe in the humane treatment of animals. It's the right thing to do, and it plays a key role in the quality of our products. **Our Supplier Quality Program outlines specific expectations for appropriate animal care, and we encourage all of our suppliers to purchase only from farms that comply with industry guidelines,** including those established by the U.S. Department of Agriculture and the Food Marketing Institute.

# Stakeholder Engagement

We are accountable to a variety of stakeholders, each with a specific set of interests and expectations of our business. We feel strongly that maintaining an open dialogue with internal and external stakeholders is critical to creating mutual understanding and providing a basis for strategic decision-making. The following provides a high-level overview of our key stakeholders, with specific references to how we engage with them on social and environmental issues.

	<b>Stakeholder Expectations</b>	<b>Our Responsibility</b>	<b>Engagement</b>
<b>Advocacy Groups</b>	Establish an open dialogue with ConAgra Foods to communicate special interests regarding social and environmental issues.	Practice open, transparent communication to clearly indicate our position and progress on important social and environmental issues material to our business.	We are responsive to advocacy groups and strive to establish meaningful, collaborative relationships.
<b>Consumers</b>	Deliver safe, healthy and affordable food that meets their taste and lifestyle preferences at a reasonable price.	Stay aligned with consumer expectations and preferences, such as nutrition and convenience, and deliver safe, affordable and healthful food.	We interact with our consumers at each point of sale through package communications; we also communicate via social and traditional media channels, as well as through our Consumer Affairs team.
<b>Customers</b>	Help grow their business by supplying quality products that are desired by their shoppers.	Continuously improve the quality, taste and innovative features of our products at a reasonable price.	We are in daily contact with many of our customers to ensure exceptional customer service levels and share information on our business practices.
<b>Employees</b>	Work in a safe and respectful environment and be fairly compensated. Trust the company to operate ethically and responsibly.	Ensure ethical and responsible management procedures are in place and enforced to protect employees, support diversity and reward performance. Encourage our employees to be active in the communities where they live and work. Run our business in an environmentally responsible way.	We interact with employees daily, striving to achieve a high level of engagement related to many business, social and environmental issues. We also provide safe, anonymous vehicles for employees to voice concerns.
<b>Government</b>	Operate in accordance with all local, state and federal laws and regulations.	Provide adequate resources to ensure our facilities operate in accordance with all applicable laws and regulations.	Engagement varies based on government agency; we are highly responsive to government requests and participate in many voluntary government programs.
<b>Investors</b>	Ensure sustainable and profitable long-term growth achieved through ethical and responsible business practices.	Clearly, openly and regularly communicate our business strategy and financial results.	We share information related to citizenship efforts via press releases, our website and other media channels. We formally interact with our investors at least quarterly.
<b>Suppliers</b>	Develop a collaborative partnership with ConAgra Foods as part of the value chain for delivering quality food products.	Nurture relationships with business partners and ensure alignment with ConAgra Foods' commitment to food safety and social and environmental responsibility.	We are in daily contact with many of our largest suppliers. We have integrated social and environmental considerations into the supplier selection process.

# Good for You

## Highlights



Our approach to nutrition and health focuses on three areas: portion and calorie control, dietary variety and heart health.

[Our Focus Areas >](#)



A variety of new products put healthy and nutritious food conveniently within reach.

[Our Food >](#)



ConAgra Foods devotes 100 percent of children's advertising to foods that meet the Children's Food and Beverage Advertising Initiative's uniform nutrition criteria.

[Advertising to Children >](#)



Our people are trained extensively on safe food-handling practices and Good Manufacturing Practices (GMPs) to prevent food-borne illness.

[Our People & Practices >](#)



**Home Food Safety™**  
www.homefoodsafety.org

As the sole corporate sponsor and partner of the Academy of Nutrition and Dietetics for Home Food Safety®, we're helping consumers learn the fundamentals of home food safety.

[Health, Nutrition & Food Safety >](#)



Our allergen program promotes best practices designed to prevent cross-contact while also clearly communicating to consumers.

[Suppliers & Ingredients >](#)

# Our Focus Areas

At ConAgra Foods, we know that food brings enjoyment to our lives and plays an important role in keeping us healthy. Our approach to nutrition and health is practical, realistic and focused on three broad areas: portion and calorie control, dietary variety and heart health. **More than 60 percent of the types of foods we make in our branded and private branded portfolios fit within at least one of these health and nutrition focus areas.**



## Portion & Calorie Control

More than **260** single-serve meals and entrées with 450 or fewer calories.

More than **140** varieties and sizes of single-serve snacks with 150 or fewer calories.

More than **280** additional foods which are calorie-reduced or have relatively few calories per ounce of food.

## Dietary Variety

More than **450** varieties and sizes of foods, including whole-grain popcorn, tomatoes, other vegetables, nuts, seeds, beans, whole grain cereals, breads, crackers and pastas.

## Heart Health

More than **200** heart-healthy foods, including meals, entrées, whole-grain popcorn, tomatoes, other vegetables, beans, soups, nuts, whole grain cereals and egg whites.

## Portion and Calorie Control

You can still enjoy the food you love, but eat a little less to achieve and maintain a healthier body weight. Health authorities agree that the overarching dietary challenge Americans face is managing the calorie-balance equation. That is the balance between calories consumed and calories expended. Understanding food portions and calories is a proven way to help manage body weight. That's why ConAgra Foods offers a wide range of foods with right-sized portions and reasonable calories per serving. Ninety percent of our single-serve meals and entrées across brands including Healthy Choice®, Banquet®, Marie Callender's®, Bertolli®, Kid Cuisine® and Chef Boyardee® have 450 or fewer calories, making portion and calorie control easy during meal time. We also offer more than 140 different sizes and varieties of snacks and desserts in portion-controlled single servings with 150 or fewer calories across our Snack Pack®, Swiss Miss®, Slim Jim®, Andy Capp's®, Healthy Choice® and private-branded snack bars and puddings, providing consumers with convenient, portion-controlled snacks between meals.



**“There are numerous changes people could make to eat a more ideal diet. However, the one simple thing the majority of us can do to become healthier and feel better is cut back a little bit on the amount of calories we eat. ConAgra Foods has a wide range of foods across many aisles of the grocery store to help consumers do this.”**

**Mark Andon**, Ph.D., vice president, Nutrition, Omaha, Neb.

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## Eating a Little Less Really Adds Up

Research shows that, for people who are overweight or obese, a very modest reduction in calories — just five percent or about 100 calories per day — would lead to a national savings of \$58 billion per year in medical expenditures due to a reduced prevalence of heart disease, diabetes, cancer and other health conditions. This cost savings is 10 times greater than the savings predicted from reducing sodium or saturated fat intake by 30 percent.

Source: American Journal of Health Promotion, 2009

**ConAgra Foods offers more than 650 varieties and sizes of portion- and calorie-controlled foods, making it easier for consumers to manage their calorie intake while enjoying the food they love.**

# Our Focus Areas

## Dietary Variety

Eating a variety of foods from each of the food groups is one of the fundamental principles of eating well. Nutrition research shows that many people come up a little short when it comes to certain foods. For example, compared to recommended intakes, adults eat only about one-fifth of the amount of whole grains, one-half of the amount of beans and two-thirds of the amount of vegetables they should. **ConAgra Foods makes more than 450 different varieties and sizes of foods across our branded and private-brand portfolios to help consumers enjoy a more varied diet.**



## Single-serve Meals Help with Weight Management

For those of us who are watching our weight, eating right-sized portions is a key factor for success. Nutrition research shows that people who eat frozen single-serve meals as part of their overall weight management plan lose more weight and keep it off longer than those who solely rely on cooking, weighing and measuring out meals they make in their own kitchens.<sup>1-4</sup> The reason is simple — frozen single-serve meals make it easier to practice portion control. With more than 160 different single-serve meals from Healthy Choice®, Marie Callender's®, Banquet®, Bertolli®, Rosarita® and Kid Cuisine® at 450 or fewer calories, ConAgra Foods gives you plenty of options and variety to choose from when you want to eat right-sized portions.

### Weight loss with and without single-serve frozen meals



### Weight Loss in Pounds

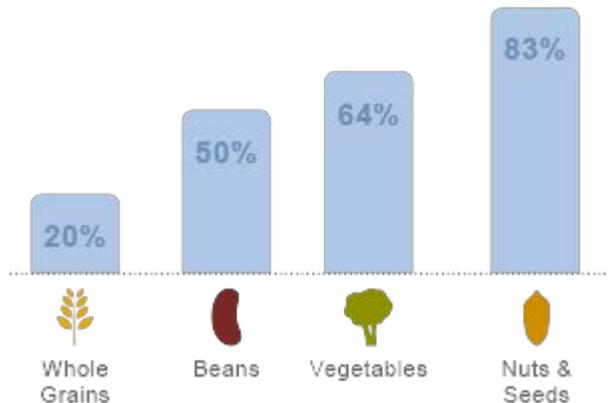
**Summary of four studies with a total of 879 participants.<sup>1-4</sup>**

<sup>1</sup>American Journal of Clinical Nutrition 1997; <sup>2</sup>Archives of Internal Medicine 2000; <sup>3</sup>Obesity Research 2004; <sup>4</sup>Diabetes, Obesity and Metabolism 2006.

## Do consumers get enough variety in their diets?

National survey data show adults are consuming far less than the recommended amounts of whole grains, beans, vegetables and nuts & seeds.

### Percent of Recommended Intake



Source: Advisory Committee Report on the Dietary Guidelines for Americans, 2010.



Because heart disease is the No. 1 cause of mortality and morbidity in the U.S., maintaining a healthy heart is a top priority for consumers. At ConAgra Foods, we make more than 200 varieties and sizes of foods that meet the highest federal government standards for promoting heart health. Foods ranging from Healthy Choice® meals, Hunt's® tomatoes, Orville Redenbacher's® popcorn, Van Camp's®, Rosarita® and Ranch Style® beans, Egg Beaters®, Ro\*Tel® tomatoes and Alexia® potato side dishes to private-branded beans, oatmeal, nuts and whole grain crackers — can be part of an overall heart-healthy diet because they offer controlled amounts of saturated and trans-fats, cholesterol and sodium.<sup>1</sup>

<sup>1</sup>Centers for Disease Control and Prevention (CDC)

# Our Food

In FY14, 70 percent of our new branded consumer foods fit within our three focus areas of health and nutrition.



## Portion & Calorie Control

### 64 New Foods

#### Healthy Choice®

Thirteen varieties of single-serve meals and entrées with an average of 280 calories per serving including: Asian Potstickers, Portabella Marsala Pasta and Home Style Salisbury Steak.

#### Marie Callender's®

Four multi-serving entrées with an average of 340 calories per serving including: Cheesy Chicken Lasagna Bake and Three Cheese Ziti Marinara with Sausage and Pepper. Nine single-serve breakfast sandwiches with an average of 330 calories per serving including: Bacon, Egg & Cheddar Biscuit and Ham & Swiss Croissant.

#### Banquet®

Five single-serve meals with an average of 270 calories per serving including: Three Cheese Ziti and Cheesy Potato Bake with Bacon. Two single-serve breakfast sandwiches: sausage (340 calories) and chicken (270 calories). Three multi-serving entrées with no more than 280 calories per serving: Meatloaf with Gravy, Cheeseburger Max and Chicken Taco Bake.

#### Bertolli®

Eight single-serve meals with an average of 410 calories per serving including: Tortellini Margherita, Chicken Chardonnay & Penne and Asiago Ravioli Primavera.

#### P.F. Chang's®

Two multi-serving entrées: Szechuan Style Shrimp (280 calories per serving) and Mongolian Style Chicken (310 calories per serving).

#### Chef Boyardee®

Three varieties of single-serve pastas with 200 calories or less: Kickin' Sloppy Jo, Cheeseburger Maxx and Pizza Twist. Three single-serve meal kits with no more than 440 calories. Four multi-serving pastas with no more than 200 calories: Spicy Beef Ravioli, Extra Spicy Beef Ravioli, Chicken Ravioli and Chicken Alfredo.

#### Slim Jim®

Three single-serve meat snacks with 140 calories each: Tangy BBQ, Sweet & Hot and Cracked Pepper.

#### Snack Pack®

Two single-serve puddings with 130 calories each: Strawberry Patch and Key Lime Pie.

#### PAM®

Two sizes of coconut oil PAM and one size of Organic Olive Oil PAM.

## Dietary Variety

### 23 New Foods

#### Orville Redenbacher's® and Act II®

Eight varieties of whole grain popcorn including: Simply Salted, Zesty Pepper Butter and Kickin' Jalapeno.

#### DAVID® Seeds

One new size of ranch flavored sunflower seeds.

#### Alexia®

Three new varieties of Smart Classics™ oven baked Yukon potato French Fries: Crinkle Cut, Straight Cut and Tri-cut.

#### Healthy Choice®

Three varieties of frozen Greek yogurt: Dark Fudge Swirl, Caramel and Cherry Chocolate.

#### Hunt's®

Three varieties of dinner starter sauces: Lasagna, Pizza and Beef Stew. Two varieties of no-salt-added tomato sauce, and one chili kit with tomato sauce, diced tomatoes and Van Camp's® kidney beans.

#### Van Camp's®

Two new varieties of baked beans: Bacon and Hickory & Bacon.

## Heart Health

### 13 New Foods

#### Healthy Choice®

Thirteen varieties of meals and entrées including: Honey Balsamic Chicken, Spaghetti & Meatballs, Crustless Chicken Pot Pie and Tortellini Primavera Parmesan.



## Home-grown Whole Grain

Ardent Mills, our new flour milling joint venture into which we contributed our ConAgra Mills business, continues to provide whole-grain flours for ConAgra Foods' consumer brands and foodservice foods, such as Healthy Choice® frozen meals, Whole Grain Chef Boyardee® and The MAX® pizza crust. In addition, Ardent Mills offers these flours to our business-to-business customers, expanding the use of whole-grain flours throughout the marketplace. We also offer pastas made with 51 percent whole grains to our foodservice customers so their consumers have additional options to increase whole grain intake.



**Ultragrain®** is specially selected white wheat milled to an ultrafine texture so it retains whole-grain nutrition but with the taste, texture and appearance of refined flour.

**Sustagrain®**, milled from a unique, all-natural barley variety, is the highest-fiber whole grain available, containing three times the soluble and total dietary fiber of oats.

**Ancient Grains** are all-natural whole-grain flours and multigrain blends made with amaranth, quinoa, sorghum, millet and teff, each of which is gluten-free.

# Our Food

## The Egg Beaters® Surprise

Historically, consumers have often turned to Egg Beaters® as a heart-healthy option because it provides lower saturated fat and cholesterol than shelled eggs. What some consumers don't know, however, is that calorie for calorie, Egg Beaters® have more than twice the protein and three times the volume of shelled eggs. We wanted to explore the benefits of this difference, so we asked a group of consumers to eat each of two breakfasts. One breakfast contained a 140-calorie portion of shelled eggs (about 2 shelled eggs) and the other, a 140-calorie portion of Egg Beaters® (1.2 cups). Here is what we found:

- Participants felt more full and had less desire to eat for at least three hours after eating the Egg Beaters® breakfast compared to the shelled eggs breakfast.
- When they ate lunch, participants ate on average 80 fewer calories after the Egg Beaters® breakfast compared to the shelled eggs breakfast.
- Taste tests of the breakfasts showed that consumers liked the Egg Beaters® as well as the shelled eggs.

These results show that eating fewer calories doesn't have to mean hunger and sacrifice; in fact, just the opposite. By eating a filling and satisfying breakfast with Egg Beaters®, providing more than twice the protein and portion size of shelled eggs, consumers naturally ate less at lunch.

Source: J Acad Nutr Diet (2013); 113(9): A35.



**"This research highlights a hidden benefit of Egg Beaters® (which are made of real eggs). Egg Beaters® still offer all of their heart healthy benefits—but as this research demonstrates, they are also a filling, protein-rich, low calorie choice that can make it easier to eat less while feeling full and satisfied."**

**Kristin Reimers**, Ph.D., R.D., director of nutrition, Omaha, Neb.



## Nutrition University

Nutrition University is a full-day workshop offered to all employees to help increase their competency in health and nutrition so they can make more informed business decisions and strengthen the integration of nutrition and health into the overall innovation process. In FY14, employees from a diversity of functions including product development, culinary innovation, marketing, sales and consumer affairs attended this program. **Ninety-four percent of these employees rated the workshop as valuable or very valuable.**



ConAgra Foods' Lamb Weston frozen potato products business continues to drive innovation in both traditional white potatoes and sweet potatoes. Sweet potatoes are a key strategic priority for ConAgra Foods and our Sweet Things® products - all with zero grams trans fat - appeal to an ever-expanding group of consumers looking for new flavors and better-for-you options. As the leading provider of frozen sweet potato products to restaurants and retailers around the world, Lamb Weston is committed to maintaining this leadership position through ongoing innovation and investment in our sweet potato facility in Delhi, La.



Lamb Weston has continued to expand into retail side dishes through the Alexia® brand with foods such as Alexia Certified Organic Veggies™, flash-frozen within six hours of harvest at our own vegetable farm in the Pacific Northwest. Alexia also continues its focus on sweet potatoes including Alexia Sweet Potato Julienne Fries, which are an excellent source of Beta Carotene, a good source of fiber and carry the iconic American Heart Association Heart-Check symbol. In FY14, we introduced Alexia Smart Classics™, a line of oven-baked Yukon potato French Fries that are 98 percent fat-free with just 100 calories per serving.



# Management Approach

Nothing is more important than the safety and purity of our food.

## ConAgra Foods' Role in Improving Safety & Quality Throughout the Food Industry

As both a consumer foods company and a commercial foodservice supplier, ConAgra Foods is uniquely positioned within the food industry to affect food safety and quality. We are committed to ensuring the safety and quality of our branded and private branded food by implementing best-in-class processes in our facilities and by working with suppliers to ensure we have a trusted supply of ingredients. One reason for our success in working with and educating suppliers is that we, too, are a major supplier to the food industry. We supply more than 5,000 foodservice, retail and food processors with menu offerings and ingredients. Though our business models are different, our commitment to ensuring food safety and quality is consistent and unwavering.

### Ensuring Safety & Quality from Farm to Fork



#### ✓ Research, Development & Product Innovation

Designing food safety and quality elements into new foods and packaging, including validating preparation and cooking instructions through a dedicated team of experts in microwave technology. Our packaging is designed, tested and continually re-evaluated to ensure that it is performing as intended to maintain the wholesomeness, quality and safety of the delivered food.

#### ✓ Manufacturing & Production

Continually investing in our facilities with new equipment and technology to deliver against the industry's highest food safety and quality standards. Proactively identifying opportunities for continuous improvement through our internal Food Safety and Quality audit program and creating a "zero-defects" culture. Driving root-cause solutions and developing employee skills to minimize food safety and quality risks.

#### Procurement & Ingredient Sourcing ✓

In addition to our internal supplier quality and auditing teams, we are using registered certification bodies to audit our suppliers' facilities on an annual basis against Global Food Safety Initiative (GFSI) standards.

#### ✓ Transportation, Warehousing & Distribution

Ensuring the safety and quality of our food by monitoring temperature and packaging integrity throughout the storage, transportation and distribution stages.



#### Case Study

Established in 2007, our Food Safety Council continues to give guidance to ConAgra Foods' food quality and safety program. The Council is comprised of external thought leaders known for their expertise in a variety of food safety disciplines, including food science, microbiology, toxicology, epidemiology, food allergens, microbial physiology, public health and public policy. The Council provides us with immediate access to strategic advice on:

- Strengthening our food safety programs
- Gaining insights into emerging food safety issues
- Investing in food safety technology innovations
- Gathering insights into changing consumer behavior that influences how food products are safely handled and prepared

Our Food Safety Council continues to evolve and help drive our food quality and safety program toward world-class status. Membership on the Council is routinely reviewed and updated to ensure the expertise is consistent with current food safety issues. Furthermore, the members of the Council continue to expand their influence in our operations through communication across several levels of the organization and increasing involvement in specific projects.

## Useful Resources

- > [CDC \(Centers for Disease Control and Prevention\)](#)
- > [FDA \(U.S. Food and Drug Administration\)](#)
- > [USDA \(U.S. Department of Agriculture Food Safety and Inspection Service\)](#)
- > [FoodSafety.gov](#)
- > [Food Insight](#)
- > [Home Food Safety™](#)
- > [Food Allergy Research and Education \(FARE\)](#)

## ConAgra Foods' Commitment to Food Safety Video



# Our People & Practices



ConAgra Foods has a number of rigorous food safety and quality policies and procedures that ensure the efficiency and effectiveness of our food preparation and delivery to customers. Our programs cover everything from how our employees inspect ingredients as they arrive at our facilities to what temperature our food should be stored at as it leaves our facilities for delivery to our customers.

Food safety is part of our culture and extends through all levels of our company because we understand that it's everyone's responsibility. Our Food Safety & Quality teams manage the integrity of our food from farm to fork, beginning with sourcing ingredients, through preparation and delivery to our customers and consumers. These teams are comprised of experts who provide functional leadership in key areas such as:

- Food safety and quality in manufacturing and distribution
- Supplier food safety and quality
- Consumer affairs
- Sanitation
- Allergens
- Microbiology
- Thermal processing
- Religious certification (Kosher, Halal)
- Toxicology
- Chemistry
- Engineering

In addition to employing subject-matter experts who can share their expertise on an ongoing basis, we provide training opportunities to all employees that impact food safety and quality, often bringing in outside speakers — including some of our own Food Safety Council experts — to share information about the newest and emerging food safety practices.



## Food Safety Audit & Certification Programs

At ConAgra Foods, we strive to be the best, and doing so requires both internal and external validation of our work. Our robust internal food safety audit program is a reflection of our continuous improvement culture, driving us to always raise the bar. Responsible for being our toughest critic, our internal food safety and quality audit team proactively identifies food safety and quality enhancement opportunities at our facilities. Our internal food safety auditors help us continually improve by visiting our facilities, suppliers and co-manufacturers to observe employee behaviors and ask questions about their processes.

In addition, we have achieved certifications from independent and external food safety auditors according to globally recognized food safety and quality standards, as outlined by the Global Food Safety Initiative (GFSI). As one of the first U.S. companies to adopt the program, ConAgra Foods has aggressively pursued GFSI certification, a program led by food retailers and manufacturers. Our food safety culture is embraced throughout the entire organization.



Several food safety standards have been developed and approved through the initiative, and ConAgra Foods has achieved certification through two of those standards: SQF or BRC, depending on the business segment. When plants earn SQF or BRC certification, it means they have enhanced their food safety and quality systems. These enhancements drive food safety and quality and reinforce their correlation to better business results.



**“We built our food safety culture by teaching and training our employees. They know their work has an impact on the safety and quality of our food. Everyone's engaged.”**

**Joan Menke-Schaenzer**, chief global quality officer, Omaha, Neb.



Case Study

## Our People: The Most Critical Ingredient in Food Safety

The success of any food safety program depends on people, and our employees are trained extensively on safe food-handling practices and Good Manufacturing Practices (GMPs) to prevent food-borne illness. These practices include hand washing, appropriate footwear and clothing and proper hairnet use. In addition, our sanitation employees are highly trained to thoroughly clean our kitchens and preparation lines. We dedicate a significant amount of time, resources and expertise to ensure our food is prepared in a clean environment.

# Suppliers & Ingredients

## Enhancing Safety & Quality Through Strategic Sourcing

ConAgra Foods believes that collaborative relationships with our strategic suppliers make our business stronger. Together we are working diligently to enhance the consumer experience, increase collaboration on food safety initiatives and increase visibility on emerging industry issues. These partnerships not only help take our own food safety programs to the next level, but also enhance food safety throughout our supply chain, while positively impacting the industry as a whole.



Our comprehensive supplier quality program is an integral part of our procurement strategy. We only buy and use ingredients that comply with the appropriate regulatory requirements for food safety. In addition to our internal audit team, we use registered certification agencies to audit our suppliers' facilities on an annual basis using Global Food Safety Initiative (GFSI) standards.

For any issue identified during an audit, we follow up by approving and confirming implementation of corrective actions. Our internal audit team conducted 273 total audits of which 126 were supplier audits.

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## Allergen and Sensitive Ingredient Management

A key component of our food safety program is carefully managing major food allergens throughout our supply chain and in our own facilities. Our allergen program promotes best practices designed to prevent cross-contact and to ensure that the presence of food allergens in a food is communicated clearly to consumers. In fact, our allergen management program pre-dates the passage of the Food Allergen Labeling and Consumer Protection Act (FALCPA) in 2004.

Our branded foods that contain allergens include a "Contains" statement located below the ingredient statement. This statement will use plain language to disclose any of the top eight food allergens contained in the food. We recommend consumers with food allergies always check the ingredient statement each time they purchase one of our foods because product formulations may change.



Although we prefer to give consumers clear guidance, some of our food packages may feature a precautionary “May Contain” statement. We always use Good Manufacturing Practices (GMPs) and thoroughly clean our equipment after using allergen-containing ingredients. In some cases, however, our best efforts may not be sufficient due to the nature of the equipment or process. If one of our foods features a “May Contain” statement, we recommend that people allergic to the foods listed not consume the product.

On August 5, 2014, the FDA’s final rule for gluten-free foods took effect. All foods bearing a “Gluten Free” claim must assure they contain less than 20 ppm (parts per million) gluten. ConAgra Foods has some foods that bear this claim. They only do so, however, after meeting the requirements of a comprehensive program that reviews the ingredients, verifies the suitability of the facility, and incorporates appropriate testing to assure that all of our foods bearing gluten-free claims are in full compliance with the rule.

Our food safety program takes extra precaution when handling major food allergens<sup>1</sup>:



## Genetic Modification

ConAgra Foods agrees with the U.S. Food and Drug Administration (FDA) and numerous trusted scientific bodies and regulatory agencies (World Health Organization, Food and Agriculture Organization of the United Nations, Organization for Economic Co-operation and Development) that foods and beverages that contain genetic modification (GM) of ingredients are safe and nutritious to eat. Given the potential for GM to improve the quality, sustainable availability and nutritional value of food, we support its responsible use when based on sound science and regulatory and safety reviews.

### What is GM?

GM is different from traditional plant breeding. GM means adding specific desirable traits from one plant or microorganism to a food plant. It is not about inserting chemicals into foods. Examples of GM efforts include those designed to allow crops to use less water or be grown on less land, or to be more resistant to weeds and pests.

### Is it new?

GM has been around for the past 20 years. Today, food that has been genetically modified is found in markets, throughout the grocery store and on restaurant menus. The Grocery Manufacturers Association has reported that at least 70 percent to 80 percent of the foods we eat in the United States contain genetically modified ingredients.

### What is ConAgra Foods doing?

We understand that GM is an area of evolving public perception and opinion, and as a corporate citizen, we evaluate the impacts of our decisions on a wide range of constituents. As a result, ConAgra Foods is working cross-functionally, both internally and externally, to ensure company decisions are consistent with regulations and credible science and informed by emerging thought. Our employees - from scientists to supply chain experts to consumer insight professionals - are engaging with key trade associations, farmers, R&D organizations, non-profits, consumers, customers and socially conscious investor groups to inform our thinking. We also discuss this issue with our Scientific Advisory Board and Food Safety Council, external groups of thought leaders in the fields of medicine, nutrition, food science and behavior science. We stay abreast of potential legislation and will always

consider support of laws that are in the consumer and societal interest. We believe consumers should be knowledgeable about what's in their food, and our Consumer Affairs team is happy to provide information on biotechnology use in our food.

ConAgra Foods is continuing to work in collaboration with our industry peers on a longer-term approach to provide further transparency for consumers regarding the use of GM ingredients in food. ConAgra Foods would be supportive of federal guidelines for a uniform approach in this area. ConAgra Foods does not support mandatory labeling on a state by state basis, as this presents significant complication and costs – costs the consumer may share. ConAgra Foods is committed to meeting our consumers' expectations and contributing to a safe, nutritious, sustainable and affordable food supply for now and the foreseeable future.

## FAQs

### **Is it safe to eat your food if it includes ingredients produced using biotechnology (also referred to as “biotech, genetically modified organisms or GMO”)?**

Yes, both the U.S. Environmental Protection Agency and the FDA have concluded that biotech food that is approved for human consumption is as safe and nutritious as food that is developed through more conventional methods. Throughout the past two decades, biotechnology has been used to improve yield, nutrition, resistance to drought and insects, and other desirable qualities of several common food crops, including corn and soy. At ConAgra Foods, we only purchase and use ingredients that comply with U.S. Department of Agriculture and Food and Drug Administration (FDA) regulations for food safety and nutrition.

### **Will you continue to use GM ingredients in your food?**

The use of biotechnology is one of the most effective and sustainable ways to keep our food affordable, accessible and safe and helps us continue to provide a high quality of food to our consumers. We understand the field of food biotechnology is constantly shifting as advancements are made in the world of science. We will continue to reevaluate our internal policies, relying heavily on evolving science, consumer and customer expectations, and regulatory decisions. Ultimately, consumers will decide what is acceptable in the marketplace based on the best science and public information available. We will continue to listen carefully to our customers and consumers about biotechnology.

# Health, Nutrition & Food Safety

## Health Professionals — Helping Those Who Help You

Health professionals, such as the 110,000 registered dietitians and diabetes educators in the United States, are important resources for consumers seeking credible nutrition and health information on food and lifestyle choices. Through the ConAgra Foods Science Institute, we provide these professionals with detailed information about our food as well as resources they can use to assist their clients, such as recipes, health calculators and fact sheets. We also offer a webinar series, providing information on new developments and the latest thinking on relevant topics. The webinars are free and fully accredited for continuing education credits needed to maintain professional registration and licensing. **In FY14, 89 percent of webinar participants rated them as "valuable," or "very valuable" and we issued more than 9,000 units of continuing education credits.**

### FY14 topics included:

- Communicating Nutrition Information to Influence Consumer Behavior
- Food Safety at Home, Work and Play
- Lifestyle Approaches to the Prevention and Treatment of Diabetes
- Nutrition and Oral Health: What Dietitians Should Know
- Culinary Competence to Enhance Dietetic Practice
- Sports Nutrition: The Power to Influence Exercise Performance





## Interacting with the Nutrition Community

ConAgra Foods uses nutrition research to understand how our foods fit within a healthy lifestyle. This information is shared with researchers and other professionals in the nutrition community through publications and presentations at scientific meetings. In FY14, we shared the following research results:

- Replacing a typical lunch with a single serving frozen meal helps dieters reduce more calories than when they replace lunch with a shake.
- People spontaneously consume fewer calories while watching TV and snacking when they eat from large bowls of low-fat popcorn instead of potato chips.
- Calorie for calorie, egg whites are more satiating than whole eggs. Egg whites offer more than twice the protein and almost three times the portion size of whole eggs at the same calorie level.
- The positive change in serum lycopene seen after individuals increase their tomato intake to MyPlate-recommended amounts is similar to the upward shift in serum lycopene that is related to reduced cardiovascular disease risk in population studies.

In addition to our own research, we continue to provide unrestricted support to several academic institutions to foster the advancement in understanding of nutrition issues. In FY14, we supported the following institutions and research projects:

- Penn State University: determine the efficacy of different portion control strategies to obtain sustainable dietary and behavior changes which promote weight loss and maintenance.
- Academy of Nutrition and Dietetics: evidence analysis library project to determine the potential negative end-point health outcomes of reduced sodium consumption.
- Academy of Nutrition and Dietetics: evidence analysis library project to determine the relationship between single-serve portion size meals on weight management.
- Temple University Center for Obesity Research: state-of-the-art symposium and review publications regarding behavioral approaches to weight management.
- Canadian Academy of Health Sciences: symposium on dietary sodium – aligning national and international guidelines with current evidence.
- World Heart Federation: Consensus Conference on Nutrition and Cardiovascular Disease.
- University of Tennessee: determine the efficacy of using frozen meals within an overall weight management program for U.S. military personnel.
- Children’s Hospital Oakland Research Institute: effect of almond consumption on dyslipidemia (elevated cholesterol).

We also meet several times each year with the ConAgra Foods Scientific Advisory Board, an external group of thought leaders in the fields of medicine, nutrition, food science and behavior science, to review and discuss members' perspectives on the nutrition and health aspects of our food.



## Home Food Safety

Food safety in the facilities in which we make food is a top priority for us. Similarly, consumers need to use good food safety practices in their own homes and kitchens. To help consumers learn the fundamentals of home food safety, we became the sole corporate sponsor and partner of the Academy of Nutrition and Dietetics for Home Food Safety®.

This public awareness and education campaign is dedicated to providing information on the safe handling, cooking and storage of food at home. In addition to providing instructions and facts, this program provides food safety alerts, statistics and scholarships for college students to develop food safety awareness campaigns tailored for those living on campus. In FY14, through a coordinated communication initiative including social media, the Internet, television and print, the Home Food Safety® campaign delivered 580 million media impressions focused on food safety practices for the home. Over the past four fiscal years, 1.8 billion media impressions have been delivered.



Case Study

## Nutrition Labeling

We follow both U.S. Food & Drug Administration (FDA) and U.S. Department of Agriculture (USDA) regulations requiring standardized declaration of nutrients. Consumers interested in knowing the content of calories, fat, saturated fat, trans-fat, sodium, sugars, fiber, protein, carbohydrates, and several vitamins and minerals per serving can easily access this information in the nutrition facts box which is typically found on the back or side of food packages. A compliance program ensures ongoing accuracy of our nutrition information which is also posted and updated annually on our company websites.

In addition to the nutrition facts box, we have joined an industry-wide effort with the Grocery Manufacturers of America and Food Marketing Institute to develop a common approach to nutrition labeling called Facts Up Front – a fact based system which displays standardized icons for calories, sodium, saturated fat, and sugars per serving of food on the front of food packages. We began implementing this iconography in FY12 and continued to add it to the front of packages in FY13 and FY14. To learn more about Facts Up Front visit [www.factsupfront.org](http://www.factsupfront.org).



**“Health professionals are important for guiding consumers on how to make practical food choices. Engaging these professionals with accredited webinars, national sponsorships and face-to-face conversations helps them better understand how ConAgra Foods continues to proactively evolve to meet public nutrition needs.”**

**Barbara J. Ivens, M.S., R.D., FADA**, executive director nutrition and health professional engagement, ConAgra Foods



# Advertising to Children

Our consumers and customers have come to know our brands through a variety of marketing channels, including advertisements. We understand the necessity of marketing to families with children in a responsible way. We strongly support and participate in the Children's Food and Beverage Advertising Initiative (CFBAI) of the Council of Better Business Bureaus, a voluntary industry self-regulation program supported by many of the nation's largest food and beverage companies. The mission of the CFBAI is to shift advertising for foods that appeal to children to messaging that encourages healthier dietary choices and lifestyles.



As a CFBAI participant since 2007, we have strengthened our commitment to responsible children's marketing over the years. Under our CFBAI [pledge](#) today, **ConAgra Foods devotes 100 percent of television, radio, print, mobile, movie/DVD, video/computer game, word-of-mouth and Internet advertising primarily directed to children under 12 years of age to products that meet CFBAI's uniform nutritional criteria followed by all CFBAI participants.** In addition, we restrict our use of licensed characters, celebrities, movie tie-ins and interactive gaming in such advertising to food meeting the uniform nutrition guidelines. We also no longer conduct advertising in elementary schools to children under the age of 12 or seek product placements in children's programming, and we do not run advertising primarily directed to children under 6 years of age in TV, radio, print and Internet.



On Dec. 31, 2013, CFBAI implemented new uniform nutrition criteria to be followed by all participants. We collaborated closely with CFBAI and other participants in developing these uniform nutrition criteria to help improve the nutritional composition of foods currently marketed to children under 12 years of age. The uniform nutrition criteria have raised the bar for nutritional standards of foods that can be marketed to children under 12 by CFBAI participants and comprise a realistic set of standards designed to motivate participants to make better-for-you foods.

ConAgra Foods Devotes 100 Percent of Children's Advertising to Foods That Meet the CFBAI's [Uniform Nutrition Criteria](#).



Foods shown above are representations of the product categories.  
[View complete list of products.](#)

# Good for the Community

## Highlights



We are tirelessly working to build a strong foundation of safety through leadership, accountability and teamwork.

[Employee Health & Safety >](#)



We're building a culture where all employees can be authentic and know that their diverse thoughts and capabilities are valued.

[Diversity & Inclusion >](#)



More than 400 participants participated in our first annual ConAgra Foods *Child Hunger Ends Here* 5k Run/1 Mile Walk.

[Employee Wellness >](#)



We are doing our part to make a difference through the power of food – one child, one meal, one champion at a time.

[Impacting Child Hunger >](#)



Our comprehensive learning programs begin when employees join the company and continue throughout their careers.

[Learning & Development >](#)



In its fifth year, ConAgra Foods partnered with Procter and Gamble to increase the positive impact of our *Child Hunger Ends Here* campaign.

[Our Company >](#)

# Employee Health & Safety

## Management Approach

Providing a safe work environment for our employees is a top priority at ConAgra Foods. Our health and safety management process is driven by engaged employees who have established a foundation of safe practices. As we strive to achieve an injury-free workplace, it becomes increasingly important to maintain a strong culture of safety, in which all employees are committed to protecting themselves and their colleagues.

To support this culture, we have several initiatives that provide employees with many opportunities to be active participants in safety processes. These include conducting safety audits, inspections and behavioral observations, as well as leading safety training and safety reminder discussions during pre-shift huddle meetings. In addition, every facility develops an annual Safety and Health Accident Reduction Plan (SHARP) to define site-specific health and safety priorities.

Our health and safety team audits each of our facilities to ensure compliance with safety regulations and corporate policies. The team documents results and tracks corrective actions to ensure we hold ourselves accountable for providing a safe work environment. We require all accidents, near-miss incidents and injuries to be thoroughly investigated to help ensure that appropriate actions are taken and lessons are identified to prevent similar incidents from happening again.



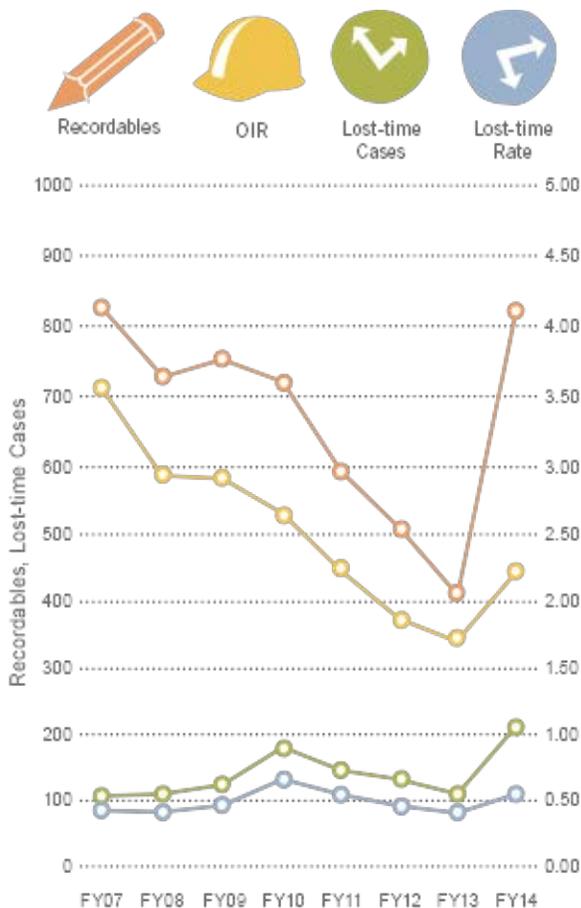
## More Than Just Numbers

As a company, we take to heart exactly what our safety metrics represent — the health, well-being and lives of our employees. We are fully committed to maintaining a safe work environment because we recognize that our employees are our greatest asset. During FY14, our Occupational Safety & Health Administration (OSHA) Incident Rate (OIR) has increased to 2.20 incidents per 100 full-time workers. This was a result of performance at newly acquired facilities, adding more than 10,000 employees to our workforce across nearly 40 locations.

When accidents do happen, it's important to provide the best possible medical care to injured employees, while addressing the root causes of the accident to minimize the possibility that it will happen again. In FY14, twenty ConAgra Foods facilities were inspected by OSHA, each facility resulting in only minor citations.

We are tirelessly working to build a strong foundation of safety in all of our facilities through leadership, accountability and teamwork instilled through our proven Key Concepts of Safety program. We are optimistic that we'll see notable improvement during FY15.

## Safety Statistics



**Recordables:** An injury as defined by the Occupational Safety and Health Administration (OSHA) that is work-related and requires treatment more than simple first aid.

**OIR:** OSHA Incident Rate, calculated by the number of recordable injuries compared to the total hours worked by all employees at a site in a year.

**Lost Time Cases:** The number of work-related injuries where an employee misses at least one work shift due to an injury in a year.

**Lost Time Rate:** Calculated by the number of lost time injuries compared to the total hours worked by all employees at a site in a year.

### ConAgra Foods Principles of Safety

- Safety and health can be managed.
- Every workplace injury/illness could and should have been prevented.
- Management is responsible for providing a safe workplace.
- Safety and health are everyone’s responsibility.
- Nothing we do is worth getting hurt over.

### Key Concepts of Safety

- Leadership
- Continuous Improvement
- Compliance
- Safe Practices
- Hazard Identification
- Continuous Skills Development
- Behavioral Safety
- Performance Tracking



Case Study

## Safety Success Through Employee Engagement

Behavior-based safety is a proactive approach to injury prevention based on peer-to-peer interactions. Our employees are working to keep each other safe through observations that identify both safe and at-risk behaviors. During FY14, **employees conducted more than 181,839 behavior-based observations, totaling 21,333 hours of direct employee engagement to help each other work more safely.**

In FY14, we spent **1,062,556 hours** talking about safety. Through training, leadership discussions and peer audits, the company conducted the equivalent of nearly 121 years of safety conversations over the course of a single fiscal year.



Case Study

## Lincoln, Neb., Sees the Light in Safety

In addition to investigating and reviewing safety hazards after each shift, the safety team in our snacks facility in Lincoln, Neb., implemented safety reviews of all injuries occurring at other locations across the company. To provide a constant visual reminder, the team installed a device that displays both the number of days since the last recordable incident and a traffic light indicating safety performance. Heightened awareness, combined with total ownership and individual accountability, has Lincoln employees engaged in safety every day.

# Employee Health & Safety

## Getting to Zero

We are proud to report that in FY14, 17 ConAgra Foods facilities achieved a zero Occupational Safety & Health Administration Incident Rate (OIR). We attribute this great success to the engagement and accountability of employees and management in these locations.



**ConAgra Foods' popcorn facility in Rensselaer, Ind., has gone more than four years without a recordable injury.**

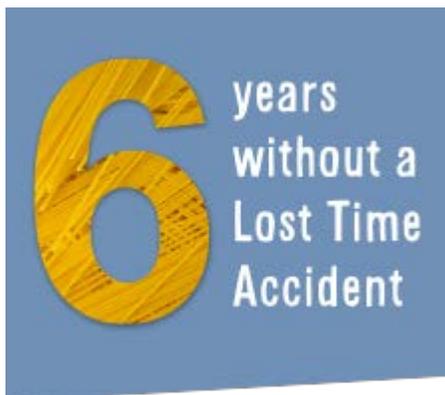
## Case Study

*"I'm a zero, be a zero"*

## Building a Safety Culture

Just a few years ago, our state-of-the-art sweet potato facility was but an empty field in Delhi, La. The team took advantage of the opportunity in building a new facility from the ground up, incorporating all the lessons learned from other potato processing facilities in our Lamb Weston portfolio. Equally as important as getting the facility itself right was building a culture that truly believes that incidents are not a cost of doing business. From the first day of operations, safety engagement was paramount. Programs were structured to ensure everyone throughout the organization played an active role. Employees understood the importance of their contributions to

creating a safe workplace, and plant management led by example, knowing that others would emulate their beliefs. Delhi now ranks among the top-performing facilities across the Lamb Weston portfolio, having achieved an OSHA Recordable Incident Rate of just 0.40 in FY14.



Case Study

## Making Safety Happen in Tolleson, Ariz.

Our pasta facility in Tolleson, Ariz., achieved a major safety milestone, celebrating six years without a Lost Time Accident and four years without an OSHA Recordable incident. This accomplishment was made possible by three key performance drivers, including:

- Implementation of an hourly employee-led behavior-based safety system
- More than half of employees voluntarily completing First Responder training
- Monthly facility walk-through audits led by hourly employees and supervisors



Case Study

## 500,000 and Counting: Fresno Reaches A Safety Milestone

The DAVID® seeds facility in Fresno, Calif., reached a major safety milestone by working more than 500,000 hours since their last OSHA Lost Time incident. That equates to 894 days, or two years and five months. This achievement was made possible by a strong safety culture and the commitment from all employees taking individual responsibility for safety. Employees proactively identify and correct unsafe conditions and behaviors and openly communicate opportunities for improvement with supervisors and co-workers.



Case Study

## On the Right Track: Louisville's Journey to Zero

Driven by a team focused on engagement and individual empowerment, our frozen bakery facility in Louisville, Ky., achieved a zero OIR in FY14. Led by a cross-functional Safety Committee, the team collaborated with other employees to identify and resolve any safety issues. Leveraging tools through the ConAgra Performance System, the Safety Committee developed a plan to engage all team members, across all functions and shifts. Recognition was used to reward positive performance, with associates earning "Safety Bucks" redeemable in plant vending machines. Lastly, a culture of caring for one another was built through implementation of a behavior safety program with every team member completing at least one safety observation each month.

# Diversity & Inclusion



We're building a culture where all employees can be authentic and know that their diverse thoughts and capabilities are valued. We've built a strong business case for diversity and inclusion, which has enabled us to focus on attracting, retaining and developing employees that reflect the diversity of our consumer base. These employees help us forge stronger relationships in the community, in the marketplace and with our stakeholders.

## Leadership Statement on Diversity & Inclusion

At ConAgra Foods, we serve a very broad base of customers and consumers. To best serve them, we aspire to create an organizational climate that recognizes the unique and distinctive qualities of our employees, customers and consumer base. In doing so, ConAgra Foods is committed to an environment and employee base that:

- Reflect the growing diversity of our consumers in order to serve them more successfully
- Are supported by management policies that respond to the needs of a diverse workforce, are inclusive and enable the full contribution of every person in the organization
- Are sensitive and responsive to the work-life needs of our employees

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**"At ConAgra Foods, diversity is part of our DNA. We're passionate about making the Food You Love and about nourishing our employees so they can thrive both inside and outside the workplace."**

**Nicole Theophilus**, executive vice president and chief human resources officer, ConAgra LGBT (Illuminations) executive sponsor

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## Employee Resource Networks (ERNs)

ERNs are a key ingredient in our recipe for creating a diverse and inclusive culture. At ConAgra Foods, we foster these networks because they provide organizational and business insights that help us deliver leadership development experiences, create an environment in which we can explore our uniqueness, and offer opportunities for volunteer activities that support the communities where our employees live and work. Our ERNs bring together employees from a variety of cultures, backgrounds and lifestyles and receive support from senior executive sponsors to guide members' personal and professional development.

Currently, there are seven ERNs with hundreds of members throughout the company:

- ConAgra Foods Asian Network (CAN)
- ConAgra Foods Black Employees Network (CBEN)
- ConAgra Foods Latino Network (CLN)
- Illuminations — Lesbian, Gay, Bisexual and Transsexual (LGBT) employees & allies
- ConAgra Foods Women's Network (CWN)
- ConAgra Foods Young Professionals Network (CYPN)
- ConAgra Foods Veterans Network (CVN)



## Recognition & Leadership

Our progress in creating a diverse and inclusive workforce has earned recognition from respected organizations:

### **Best Place to Work for Young Professionals**

City of Omaha Chamber of Commerce, 2013

### **Best Companies for LGBT Consumers**

Human Rights Campaign Foundation 2010, 2012, 2013, 2014

### **Top Diversity Executives Award**

*Black Enterprise*® magazine, 2011, 2014

### **Top Employee Resource Group of the Year**

LATINAS<sup>t</sup>yle, 2012

### **Winds of Change Award**

*The Forum on Workplace Inclusion*, 2012

### **Recognized for our Employee Resource Networks**

in the 2010 International Innovation in Diversity Awards, published by *Profiles in Diversity Journal*®

### **Diversity Leader Award**

*Profiles in Diversity Journal*®, 2011

### **Top 100 Employer for Women MBAs**

*Universum*, 2010

### **Best in Leadership Development**

*Leadership Excellence* magazine, 2010

ConAgra Foods bolsters its diverse, talented workforce with a far-reaching recruitment program. To help find and recruit the best people, the company works with such organizations as:

- Association of Latino Professionals in Finance & Accounting (ALPFA)
- Minorities in Agriculture, National Resources, and Related Sciences (MANRRS)
- National Black MBA Association (NMBBAA)
- National Society of Black Engineers (NSBE)
- Society of Women Engineers (SWE)
- The Consortium (an alliance of leading schools of business, corporations and alumni dedicated to adding minority talent to the field of management)



Case Study

## ConAgra Foods Launches Veterans Network

In January 2014, under the leadership of Justin Grau, Sr. Engineer in Omaha, the ConAgra Veterans Network (CVN) was launched, connecting more than 300 employees from locations across the organization. CVN exists to help recognize, connect and empower ConAgra Foods military veterans. It is the vision of this network to enable the organization to leverage the collective experiences and expertise of veterans through sharing insights, networking, professional development and volunteer activities.

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**“The creation of the ConAgra Veterans Network has been a great partnership as we work to build out the Veteran Recruiting Strategy for ConAgra Foods. The perspective and support that the group provides will only further our ability to build a strong recruiting strategy that will empower our recruiting teams and business owners to build pipelines for future veterans to join ConAgra Foods.”**

**JoDee Klinker**, Veteran Recruiting Strategy Leader, Talent Acquisition Manager

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Some of the great work accomplished by leveraging the insights and efforts of this network include:

- Building out the corporate Veterans Recruiting Strategy
  - Identifying unique onboarding needs to assist veterans in acclimating to the ConAgra Foods culture
  - Delivering learning events designed to help leaders gain perspective on the diverse realities of military experience, to understand how those experiences align with our Recipe for Growth, and to adapt the culture to be more veteran inclusive
  - Mentoring veterans in communities where we live and work who are transitioning from the military to corporate careers
  - Providing a wide range of employees the opportunity to lead new initiatives that expose them to a wider view of the matrix within ConAgra Foods
- 

**“This network is important for our company and us as employees to realize the value that veterans bring to the organization. The ability to leverage the many talents of our nation’s veterans does not come without some challenges, and it is up to the people within the organization who can, and are willing to take on the challenge of putting together the necessary programs to not only recruit veterans, but retain them for the long term.”**

**Justin Grau**, CVN Overall Lead, Sr. Engineer

# Diversity & Inclusion

Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity.<sup>1</sup>

	<b>Women</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
Total Women in Workforce (%)		40.34%	39.77%	37.63%	36.87%	38.22%
Salaried Women (%)		43.59%	43.55%	42.94%	42.78%	42.53%
Women in Management (%)		30.66%	30.24%	26.80%	25.57%	26.05%
Women on Board of Directors (#)*		2	2	2	2	2
Women on Board of Directors (%)*		18.2%	20%	20%	20%	20%
New Hires who are Women (%)		39.58%	40.49%	38.54%	31.25%	33.35%

\*Non-Employee Directors

	<b>Minorities</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
Total Minorities in Workforce (%)		36.65%	35.79%	34.42%	33.56%	37.70%
Salaried Minorities (%)		13.46%	13.25%	13.08%	12.89%	13.43%
Minorities in Management (%)		10.80%	10.32%	10.12%	9.30%	9.63%
Minorities on Board of Directors (#)*		2	1	1	1	1
Minorities on Board of Directors (%)*		18.2%	10%	10%	10%	10%
New Hires who are Minorities (%)		35.43%	35.74%	37.21%	36.54%	36.92%

\*Non-Employee Directors

<b>Breakdown of Minority Groups</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
American Indian/Alaska Native	0.38%	0.29%	0.49%	0.55%	0.56%
Asian	4.73%	4.23%	4.22%	3.87%	3.94%
Black/African American	7.57%	7.65%	7.22%	6.23%	6.47%
Hispanic/Latino	23.22%	22.76%	21.99%	22.54%	26.43%
Native Hawaiian/Other Pac Island	0.28%	0.29%	0.20%	0.13%	0.12%
Not Specified	7.45%	6.51%	3.18%	2.10%	1.48%
Two or more races	0.46%	0.45%	0.31%	0.24%	0.19%
White	55.90%	57.67%	62.40%	64.34%	60.82%

<b>Breakdown of Age Groups</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
< 25	5.64%	6.12%	6.05%	5.99%	5.51%
25-40	30.13%	32.39%	34.16%	34.65%	34.25%
41-65	54.49%	59.45%	58.54%	58.25%	59.00%
>65	2.19%	2.05%	1.25%	1.10%	1.24%

<sup>1</sup> FY13 people metrics includes Ralcorp data; systems were integrated during the fourth quarter of FY13

# Learning & Development

We are continuously improving our learning and development programs to build organizational capability, grow leadership, leverage talent and optimize learning.

To achieve these objectives, we've developed comprehensive learning programs that begin when employees join the company and continue throughout their careers. Recently, we have implemented both new and renovated curricula, including those tied to our leadership and technical competencies.

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## Accelerate Growth Through Individual Development

ConAgra Foods prides itself on attracting, retaining and developing top talent, which means we invest in our employees the minute they join our company. We offer a two-day ConAgra Foods Employee Orientation at our world headquarters in Omaha, Neb., for new employees. Our Employee Orientation goes beyond HR policies and functional business overviews. It welcomes employees into the ConAgra Foods family and teaches them who we are as a company, our business growth goals, and how we plan to achieve those goals. It is a positive, engaging and interactive experience that is anchored by Our Recipe for Growth – our strategic roadmap for growth, and it immerses employees into the culture of ConAgra Foods, including our commitment to Citizenship, instilling in them a sense of pride for our food and excitement for their future.



On a day-to-day basis, managers and employees work together to master the competencies and adopt the behaviors that will lead to better job performance and more effective leadership. Using a combination of classroom and online learning, the individual development planning process emphasizes the importance of continuing discussions to ensure the balance between personal aspirations and alignment to the company's business goals.

## Long-term Development Programs

Our three-year **Brand Leadership Development Program** is a rotational program designed to build brand general management capability through job experiences, formal training and senior leader mentorship. It is tailored to the individual based on previous experience and skill set. The development program includes rotations in Brand Management, Marketing and Customer Development.

Our **Financial Development Program** is designed to provide an exceptional foundation for a career in Finance/Accounting, with broad exposure to the organization via three one-year rotational assignments. The intent of this program is to both recruit and develop talented and motivated individuals who have the desire to own the finance strategy and build a career at ConAgra Foods.

Our **Research, Quality & Innovation Development Program** is designed to ensure the development of future leaders within this critical organization. The goal of this program is to increase knowledge and technical skills, while developing an understanding of our food, our consumers and our competitors.

Our **Sales Certification Program** is designed for our direct-from-campus retail representatives. The program provides structure for building professional sales capabilities and is designed as an online certification, containing eLearning, reading material, interactive quizzes and activities.

## Aligning to Our Recipe for Growth

ConAgra Foods' Recipe for Growth represents our company purpose, strategic plan and ambitions ("what" we will accomplish). It also lays out the culture and behaviors necessary to get us there ("how" we will accomplish it). Our Recipe has been embedded into all of our core leadership programs. Whether a leader is participating in the Foundations of Leadership course or our unique CEO Signature Program led personally by CEO Gary Rodkin, he/she is exploring and learning about Our Recipe and what it takes for leaders to achieve it.



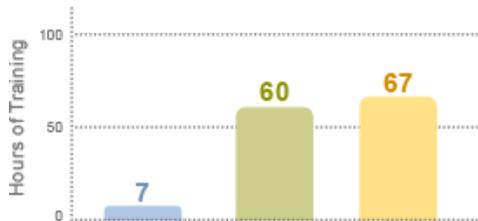
We have also developed a half-day workshop devoted entirely to Our Recipe called Owing Our Recipe. This workshop was designed to immerse employees in every part of Our Recipe. And because we believe leadership comes from all levels of the organization, this program has been made available to all employees and is facilitated by both business and HR leaders. During the workshop, attendees hear from CEO Gary Rodkin about the creation of Our Recipe for Growth and the importance of everyone living Our Recipe every day. Individuals identify and commit to "iconic actions" they will take to show their commitment to our cultural aspirations. More than 3,000 employees have taken part in the program, and it was featured in the February 15, 2012, issue of the Institute for Corporate Productivity's (i4cp) *Trendwatcher* publication.

## ConAgra Foods Learning and Development Statistics for FY14

### Per Salaried Employee



### Per Hourly Employee



**Recognized in the Learning and Development Industry** One of the top two trends from the 2013 Fortune 100 Best Companies to Work For includes a focus on employee development. Over the past year, our Enterprise Learning team has been recognized by the industry for their cutting-edge programs and strategic approach to employee development. We ranked No. 50 on *Training* magazine's list of Top 125 Learning and Development organizations and No. 22 on *Chief Learning Officer* (CLO) magazine's Learning Elite list. Our focus on localizing learning content, personalizing the learning experience and using an enterprise approach and mind-set has enabled us to align the most relevant content for our employees

## Leadership Development

**Foundations of Leadership** has two tracks, one for corporate employees and one for plant employees. This course addresses the everyday challenges faced by our leaders, and provides managers with the skills, knowledge and tools to effectively lead individuals and teams, increase performance and drive business results. The program provides actionable training that can be immediately applied to the job.

Our **Leadership in Action Program** is targeted toward upper management. It aims to increase business acumen and create a deeper understanding of our business customers, consumers and competitive landscape. More than 900 employees have completed Leadership in Action.

The **Leadership Excellence Series** is targeted at VPs and involves three sessions: leading yourself, leading people and leading the company. More than 1,000 employees have completed this program, and it has earned two prestigious awards.

The **CEO Signature Program**, now in its fifth year, leverages our CEO's valuable experience and keen perspective. The goal is to help managers reporting directly to the Senior Leadership Team develop the organizational capabilities and individual skills required to address business-critical opportunities and challenges. The program is limited to 8-10 participants in one program per year.



## People Essentials

**Managing People Essentials: I** and **Managing People Essentials: II** build management skills related to performance management, talent management and individual development planning. Both of these best-in-class management development programs deliver a consistent methodology to all new and existing managers with direct reports. These programs are dynamic and award-winning in the Learning and Development industry. Managing People Essentials: II is considered game-based learning at its best and has received a Brandon Hall learning industry award for best-in-class. In addition to management training, we have a broad selection of resources for our employees, including our self-directed individual development plan e-book that helps guide our employees in their ability to create and activate a robust and meaningful development plan for their careers.

# Employee Wellness

ConAgra Foods believes **caring builds trust**. When your workplace provides the tools and incentives people need to make smart decisions about their health, you are building a culture of caring and trust. **Awareness is key**. Making it easy and simple for employees to understand the health risks they face is the first step toward helping them make the kinds of changes that lead to a richer, longer life. And finally, we believe **wellness pays**. What's good for your physical health is good for your financial health. Our robust, outcomes-based wellness program encourages employees and their spouses or same-sex partners to take charge of their health and create their own wellness journey.

Participation in our wellness program is rewarded. Just by completing wellness screenings, employees can earn financial rewards. If employees meet health targets or work with their personal physician to make progress toward identified health targets, they are eligible for additional financial incentives. Employees are also given access to disease management resources, lifestyle coaching, maternity management coaching, online support communities and a 24-hour nursing hotline so they can get health-related answers when they need them.

In calendar year 2013, **4,401 salaried employees and 2,313 spouses and same-sex partners participated in our wellness program**. This represents 81 percent of salaried employees who were eligible to participate.

Based on initial health assessments, the **top three risks for ConAgra Foods employees include weight, cholesterol and blood pressure**. In order to qualify for progress-based incentives, employees and their spouses or same-sex partners must be within the required range of four out of five key health factor target measurements, or work with their personal physician on alternative targets. The target measurements are body mass index (BMI), cholesterol, blood pressure, glucose and tobacco use. Through this progress-based incentive program, employees and their spouses or same-sex partners enrolled in ConAgra Foods' medical plan are eligible to earn between \$300 and \$1,500 toward their health insurance premiums when they meet the wellness targets or work with their physician to make progress toward these targets.

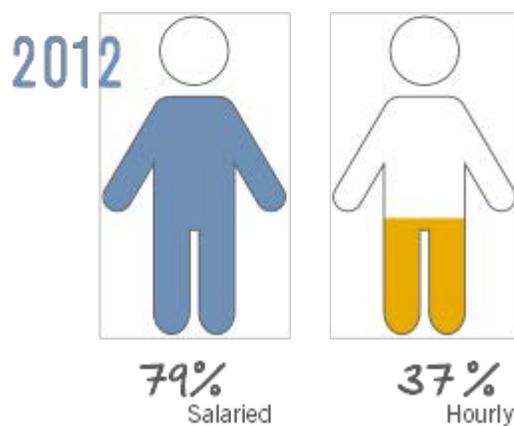
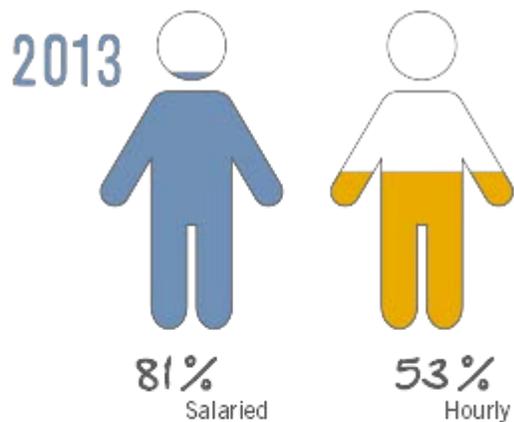
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## Case Study

Our teams of occupational health nurses at an increasing number of our manufacturing locations asked to take on the challenge of conducting onsite preventive screenings rather than hiring an outside agency come in and screen employees - and the response has been encouraging. One nurse said, "I can attest that having the nurses do these screenings is crucial, almost imperative to changing the wellness culture within our organization. The employees had access to several counseling points during the process, all of which were used to build trust and rapport with employees and ensure that they had the support and guidance they needed on their journey toward living healthier lives."

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## Participation Rates for Wellness Program



## Wellness Target

**BMI:** Between 18 and 26

**Cholesterol:** <200 or <4.0 Ratio

**Blood Pressure:** <140/90

**Glucose:** ≤100 fasting or ≤140 non-fasting

**Tobacco use:** Tobacco-free by Sept. 30, 2013

*\*Or other individual targets as set by a physician*



Case Study

## Choose to Lose with ConAgra Foods

Now in its fifth year, Choose to Lose with ConAgra Foods continues to help our employees achieve a healthier body weight using the principles of portion control and calorie balance. This employee weight-loss program emphasizes reduced-calorie eating and features branded ConAgra Foods products that offer built-in portion control for meals and snacks throughout the day.

To date, **2,097**  
participants have  
lost a total of  
**10,200** pounds.

In addition to helping employees manage their weight, this program integrates one of ConAgra Foods' key health and nutrition focus areas into employees' daily lives by reinforcing the importance of portion and calorie control within our product innovation process.





Case Study

## ConAgra Foods Child Hunger Ends Here 5k Run/1 Mile Walk

In conjunction with our efforts to end child hunger in our own backyard, the first annual ConAgra Foods Child Hunger Ends Here 5k Run/1 Mile Walk took place on April 12, 2014, on the downtown Omaha campus. More than 400 participants - both employees and other members of the community - came out on a beautiful Saturday morning to run or walk. We raised almost \$11,000 for the Food Bank for the Heartland which helped to provide an entire summer's meals for one of their summer feeding sites. Approximately 30 ConAgra Foods employees volunteered their time for the race as part of the company's annual Month of Service.



Learn more about  
how our foods make  
it easier to manage  
calorie intake. ▶

# Impacting Child Hunger

Doing Our Part to Make a Difference Through the Power of Food



Nearly 16 million<sup>2</sup> children in the United States live in food-insecure households — households in which there is not consistent access to food throughout the year. At ConAgra Foods, we know the power of food and the difference it can make in a child’s education, health and life. We strive to live out our purpose of delivering everyday food in extraordinary ways by ensuring that children have access to and knowledge about food today and that solutions to child hunger are within reach tomorrow. The ConAgra Foods Foundation, primarily funded by ConAgra Foods, Inc., started investing in child hunger causes more than 20 years ago, expanding Kids Café after-school feeding programs across the country. Since 1993, the Foundation has contributed more than \$60 million with leading anti-hunger non-profit organizations that have a mission of helping kids and families get access to food and facts about food to live active, healthful lives. It is the basis for the Nourish Today, Flourish Tomorrow platform.



[facebook.com/ChildHungerEndsHere](https://www.facebook.com/ChildHungerEndsHere)

In addition to this philanthropic commitment, we apply our resources and imagination to make a difference in a number of ways — from product donations to employee volunteer hours, to the Child Hunger Ends Here® cause marketing campaign designed to drive awareness of the cause and encourage consumers to take action. We are doing our part to make a difference through the power of food — one child, one meal, one champion at a time.

<sup>2</sup>USDA, Economic Research Services: Household Food Insecurity in the United States in 2012. (Sept. 2013)

Learn more about how you can join us in the fight to end child hunger.



> Child Hunger Ends Here



> ConAgra Foods Foundation

## Hunger Facts

**CHILD HUNGER IN AMERICA**

more than **1 in 5** children live in households that don't have consistent access to food throughout the year.....

↳ **NEARLY 16 MILLION CHILDREN IN ALL**

Source: U.S. Department of Agriculture, 2012

among all children, **45 percent** live in low-income families and approximately one in every five (22 percent) live in poor families.....

Source: Basic Facts About Low Income Children, National Center for Children in Poverty, 2014

**every county** in the U.S. has children struggling with hunger.....

Source: Map the Meal Gap, Child Food Insecurity, 2011

**31 million** children received free or reduced-price lunch during the 2012 school year.....

Source: Feeding America, Child Hunger Fact Sheet 2012

nearly **100,000** schools operate National School Lunch Programs to provide meals to low-income children.....

Source: National School Lunch Program Facts, Food Research and Action Center



**We donate the equivalent of 2.5 million meals each month<sup>1</sup>** to Feeding America®, the nation's largest domestic hunger-relief organization with 200+ food banks nationwide.

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**Our employees are passionate about giving back!** They dedicate thousands of hours annually to help children and families access nutritious meals through food bank and food pantry programs. Many of our senior executives also leverage their professional skills to serve on governing boards or to support capacity building projects for nonprofits across the country.

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**Partnership with retailers, food industry experts, and other business advocates** provides us the opportunity to engage consumers in the fight against hunger, helping kids and families in need.

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**For 5 years, ConAgra Foods' Child Hunger Ends Here® campaign has invited consumers to take action by entering codes found on specially marked packages.** In 2014, ConAgra Foods entered into a ground breaking partnership with Procter and Gamble, expanding reach and impact for the child hunger cause. For every code found on specially marked ConAgra Foods and P&G products and entered at [childhungerendshere.com](http://childhungerendshere.com) or [facebook.com/childhungerendshere](https://facebook.com/childhungerendshere) from March-September 2014<sup>2</sup>, ConAgra Foods or P&G will donate the monetary equivalent of a meal<sup>3</sup> up to a maximum of 7 million meals to Feeding America.<sup>1</sup>

<sup>1</sup>Based on Feeding America conversion of 1.2 lbs. per meal. (April 2014)

<sup>2</sup>P&G code entry ended 6/16/14 and ConAgra Foods code entry ends 9/30/2014.

<sup>3</sup>For each code entered, ConAgra Foods or P&G committed to donating 11.1¢, the cost for Feeding America to provide one meal through its network of local food banks.

# Our Foundation

Investing in High-impact Nonprofit Organizations to Find Solutions



*Our Foundation's commitment*

For more than two decades, the ConAgra Foods Foundation has worked in partnership with non-profit organizations in the anti-hunger space to make a difference for kids. It is the essence behind Nourish Today, Flourish Tomorrow, and the Foundation's commitment. Our \$10 million, five-year pledge is the largest donation ever made to Feeding America specifically dedicated to fight child hunger. Together, working with the experts, we can make a better impact and a bigger difference.



As **Feeding America's Leadership Partner** in the Fight to End Child Hunger we have helped the national food bank system replicate and increase access to innovative feeding programs such as Hunger Free Summer, putting meals in children's reach when they need it most - out of school time; and build capacity at local food banks and leadership in the child hunger issue through the Child Hunger Corps, a group of dedicated leaders who provide on-the-ground support in communities across the US to develop and expand child hunger programs.

**First to fund many Feeding America initiatives, including:**



After-school program national expansion



Hunger research — county-level child hunger data



Summer food service program expansion



Invested \$2 million in the National 4-H Council to pilot the 4-H Food Smart Families program which aims to equip American families with the nutrition education, cooking skills and grocery budget skills needed to lead nutritious lives. The program is also leveraging 4-H's network of teen leaders to serve as teachers to their peers and families. The program which is currently being piloted in five states was built with an eye towards leveraging 4-H's extensive reach into every county in the U.S.



**More than 4 million Latino children are living in food insecure households in the U.S.**<sup>3</sup> in 2008, our Foundation has supported the training of *promotores de salud* (community health workers) to educate families on the importance of healthy eating and budgeting, and cooking techniques to prepare delicious, fast and healthy meals. Through *Ninos en Forma* (Children in Shape), *Comunidad Saludable* (Healthy Community), youth learn the importance of nutrition and physical activity and *Comer Bien* (Eat Well) is a story book and video project that provides the Latino community with a powerful voice to educate decision makers.

<sup>3</sup>USDA ERS Household Food Security in the U.S. 2012,

By leveraging Feeding America's [Map the Meal Gap](#) study, our Foundation invited nonprofits working in states with both a ConAgra Foods presence and a higher-than-average rate of food insecurity to apply for grants through our **Community Impact Grants Program**. This program is designed to support nonprofits that are finding innovative ways to combat child hunger and enhance nutrition education among at-risk populations. Since 2010, the Community Impact Grants program has invested more than \$2 million in 41 nonprofit organizations across the country resulting in access to programs and services for more than 175,000 children and more than 4.7 million meals served in local communities.



During the school year, more than 21 million children qualify for free or reduced lunch. However, during the summer months, nearly 90 percent of children lose that access.<sup>1</sup> To raise awareness of this increased risk of hunger during the summer and to expand summer feeding programs in key communities, the ConAgra Foods Foundation has partnered with Feeding America since 2010 to implement the Hunger-Free Summer campaign.

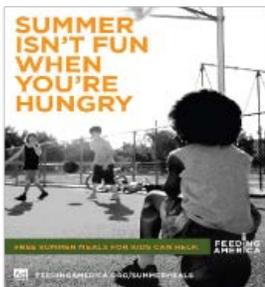
Beginning in 2010, the five-year goal of the Hunger-Free Summer campaign has been to reach at least 25 percent more children in need during the summer through the Feeding America network of food banks. In our first four years, we have increased the number of children reached through the program by 166 percent, and helped expand the number of Feeding America food banks operating summer feeding programs because of their unique and innovative community-based programs. **To date, nearly 100 Feeding America food banks have been able to leverage training, resources, tools and community partnerships to serve more than 98,000 children more than 3.7 million meals since the summer of 2010.**

Half of the ConAgra Foods Foundation's \$10 million commitment over five years to Feeding America is dedicated to Hunger Free Summer grants. During the summer of 2014, 26 food banks in 18 states received grants from Feeding America – ranging from \$20,000 to \$50,000 – to expand their summer feeding programs, bringing more healthy meals to more children during the summer.

To increase awareness of summer hunger, ConAgra Foods partnered with Kid President, Robby Novak, to inspire Americans to take action so that kids can "be awesome this summer."



For every view, like or share of Kid President's video through July 31, the ConAgra Foods Foundation donated the monetary equivalent of one meal to Feeding America<sup>2</sup>. The campaign exceeded its 1 million meal donation goal by almost 20 percent.



The ConAgra Foods Foundation and Feeding America created public service announcements to make food bank clients relying on subsidized lunches during the school year aware of Feeding America and local food banks' summer food programs.

<sup>1</sup> U.S. Department of Agriculture/FNS

<sup>2</sup> For every view, like or share of this Kid President video recorded on Twitter, Facebook, Pinterest, Tumblr and Google+ from May 22, 2014 through July 31, 2014, the ConAgra Foods Foundation will donate 11.1 cents, the cost for Feeding America to provide one meal through its network of local food banks. Minimum donation of 10,000 meals(\$11,111). Maximum donation of one million meals (\$111,111). Valid in U.S. only.

# Our Company

## Rallying Our Brands and Consumers to Lead the Fight

### Child Hunger Ends Here®

With more than one in five U.S. children, including more than one in four Latino children considered food insecure, we knew that expanding the ConAgra Foods Foundation's more than 20-year commitment to addressing the issue was a social imperative. Since 2010, our Child Hunger Ends Here campaign gives consumers the information they need and an easy way to make an impact. In its fifth year, ConAgra Foods partnered with Procter and Gamble to increase the community of people making a difference, with the goal of donating the monetary equivalent of up to 7 million meals to Feeding America. Consumers could easily participate by going to their local grocery stores and looking for the red pushpin and code on specially-marked packages of 42 select ConAgra Foods and P&G brands, including Banquet®, Chef Boyardee®, Healthy Choice®, Hunt's®, Pampers®, Bounty®, Tide® and Pantene® then visiting [childhungerendshere.com](http://childhungerendshere.com) or [facebook.com/childhungerendshere](https://facebook.com/childhungerendshere) to enter the eight-digit code found on the package. For each code entered, the equivalent of one meal<sup>1</sup> was donated to Feeding America, the nation's leading domestic hunger-relief charity.



The 2014 Child Hunger Ends Here campaign was supported by Hunter Hayes, who lent his voice to spread awareness for child hunger. In his new hit single, "Invisible," Hayes brought visibility to the nearly 16 million children who are living in food insecure households in the United States<sup>2</sup>. As a presenting sponsor of Hayes' "We're Not Invisible" tour, Child Hunger Ends Here activated its efforts across the country encouraging consumers to take action in the fight against child hunger.

> [ChildHungerEndsHere.com](http://ChildHungerEndsHere.com)

<sup>1</sup> Enter the 8-digit code found on participating products. For every ConAgra Foods code entered, ConAgra Foods will donate 11.1¢ and for every P&G code entered, P&G will donate 11.1¢, the cost for Feeding America to provide one meal through its network of local food banks. ConAgra Foods codes must be entered by 9/30/14 and P&G codes must be entered by 6/16/14. ConAgra Foods will donate up to 5 million meals with a guaranteed minimum donation of 1 million meals (\$111,111) and P&G will donate up to 2 million meals with a guaranteed minimum of 1 million meals (\$111,111). Limit 5 code entries per person/computer each day. See [ChildHungerEndsHere.com](http://ChildHungerEndsHere.com) for complete details and a list of participating brands. Valid in U.S. and Puerto Rico only. © ConAgra Foods, Inc. All Rights Reserved. © 2014 Procter & Gamble.

<sup>2</sup>USDA, Economic Research Services: Household Food Insecurity in the United States in 2012. (Sept. 2013)

## The ConAgra Foods Foundation and The USA TODAY Charitable Foundation National PSA Challenge

During the 2013-2014 school year, the ConAgra Foods Foundation partnered with the USA TODAY Charitable Foundation to conduct the national Child Hunger Ends Here PSA Challenge for students in grades 7-12. The challenge and related classroom learning activities were part of a larger campaign focused on fighting child hunger in the U.S.



The winning entry, "Meet Bob" was from a student team from the Academy of Medical Arts at Carson High School in Carson, Calif. The team's teacher, Terri Ann Sullivan, led the group consisting of five 11th grade students. Each member of the winning team along with the teacher will receive an iPad mini, a \$75 iTunes gift card and a congratulatory luncheon hosted by ConAgra Foods Foundation executives.

The competition was designed to make kids aware of the more than 16 million children facing food needs in communities nationwide. The PSA challenge prompted students to research food insecurity in their own community and to develop a PSA that addresses the topic.

Entries were judged on the following categories and criteria: content, technical aspects and contest rules. The student team with the highest cumulative score based on each of the above components was named the winner.



### Our Employees "Turn Orange" to Raise Awareness of Child Hunger

September is Hunger Action Month, when nonprofit hunger-relief organizations unite to urge individuals to step up and speak out against hunger — one of the nation's most pressing issues. Why? Because hunger needs a voice. It isn't easy to spot hunger in America. The nearly 49 million Americans who aren't sure where they will find their next meal (including more than 16 million children) are neighbors, co-workers and friends who suffer in silence. Most don't like to admit they need help, so their struggles remain unheard.

As Feeding America's Leadership Partner in the fight against child hunger, ConAgra Foods is helping make Hunger Action Month a "September to remember" for employees by creating awareness of several opportunities to get involved. Whether it's advocating and raising awareness, making donations or volunteering, employees can find ways that are right for them to give hunger a voice. Here are just a few.

Nonprofit hunger-relief organizations have claimed orange as the color of hunger and declared the first Thursday in September as national "Turn Orange Day." Employees are encouraged to wear anything orange that day and post photos of themselves or their department teams on Yammer using #HAM. One employee (or team) was randomly selected to choose which hunger-relief charity\* will receive a \$5,000 grant. In 2013, Northern Illinois Food Bank and Chicago Food Depository each received \$2,500 courtesy of our team in Carol Stream, Ill.



[2014 ConAgra Foods Employees Month of Service Video](#)

# Our People

## Giving and Volunteering to Make a Difference

### Skills-Based Service Sets a Path for Greater Impact in the Heartland

Food Bank for the Heartland is the largest food bank in Nebraska and Iowa, encompassing 93 counties in a two-state region. The food bank distributed 15.8 million pounds of food or provided the equivalent of approximately **13.2 million meals** in FY14. The food bank's network of agency partners includes more than 285 food pantries, emergency shelters, after-school programs, senior housing sites and rehabilitation centers in the community.



Today in Nebraska and western Iowa, one in five or 88,000 children struggle with hunger. In addition, about 21,900 different people in Food Bank for the Heartland's service area receive emergency food assistance in any given week. This means not only does the Food Bank for the Heartland have to offer a wide range of food options to assist clients with their dietary needs, but it must also keep pace with an ever growing demand for key items.

With the food bank providing services to a rather large geography, it is no surprise that **meat is their most popular and expensive item**. The food bank works hard annually to reach as many people as possible with food assistance, however limited freezer capacity and low inventory turn-overs were making it challenging to meet food demands, especially for meat products. Recognizing the need for a closer look at how the food bank currently processes meats through its warehouse, ConAgra Foods' Performance System Team offered to facilitate a **process improvement session** to help the food bank identify ways to improve planning and streamline the handling process.

A team of leaders from the Food Bank of the Heartland, St. Martin Detorres, Heart Ministry Center, Heartland Hope Mission and Project Hope were gathered to leverage a business method called Value-Stream Mapping, where the current state of a series of activities for a product or service is analyzed to design a future state that will enhance the process from the beginning through to the customer, or in this case families in Nebraska and Iowa. Working closely with Dave Love, Director of Distribution for Food Bank for the Heartland, two ConAgra Foods employees, Craig Andrews, Lean Supply Chain Director and Ken Ng, Lean Supply Chain Specialist, dedicated more than 32 hours to help guide the team through the mapping process and generate a set of **recommendations and improvement opportunities**.

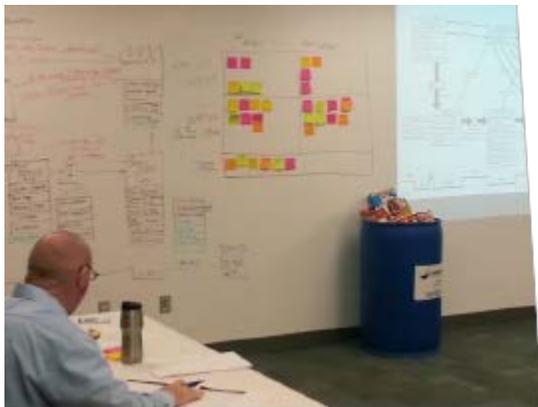


As of June 2014, the Food Bank for the Heartland has reported and continues to work on:

Decreasing the time it takes to put away meat products from 8 hours to **less than 60 minutes** in most cases.

**Improving inventory turn-overs from 17 to 26,** meaning more meat can be received, allocated and distributed in a more equitable fashion, minimizing hoarding and food waste.

Reducing agency lead time for meat requests from 22 days to **an average of 7-10 days.**



Staff from the food bank were so intrigued by the Value-Stream Mapping method that they intend to share it with their colleagues and apply the practice to other areas of Food Bank for the Heartland's operations.

It is the passion and commitment of employees like Craig and Ken that demonstrate how skills-based service can be a **driving force for good in our community**. Over the next few years, the company and Foundation will be working together to identify more opportunities like this to leverage our employees' skills and talents to support the growth and development of nonprofit organizations across the country.



It started as a day of service, then a week of service, and in 2014, turned into a month of service. In April, employees across the country united to do good in the communities where we live and work. Whether packing meals, sorting food or other acts of service, employees across 25 cities donated their time — thousands of hours — and their talents to the issue of hunger. Volunteerism is a focus in April but service does not stop then.

Employees actively engage in hunger fighting efforts, our company's signature cause, throughout the year as well as other causes they care deeply about — environment, health and child advocacy. Engagement ranges from hands-on help to get the job done to leveraging skills and talents to enhance efficiency and effectiveness of operations.

Fiscal Year	Total Contributions	Total Cash Contributions, Foundation and Corporate	Total Amount of Matching Grants	Total Amount of In-kind Donations	Number of Grants Made to Local Charities*
2014	\$60,291,462	\$19,748,082	\$189,364	\$40,543,380	362
2013	\$41,284,122	\$19,236,757	\$112,219	\$22,047,366	160
2012	\$33,200,228	\$14,677,241	\$113,235	\$18,522,986	174
2011	\$23,483,778	\$12,399,031	\$124,347	\$11,084,740	187



Each year, we strive to find new ways to engage our employees in the fight against child hunger. Our efforts are working, and there are more ideas on the way for FY15 and beyond. We know our employees care, and we are very proud to support their efforts to give back more.

We continue to support nonprofit organizations where our employees live and work through a variety of grants and financial contribution programs:

- The **Nourish Our Community** program is now in its twenty-first year. It provides grants to various employee-nominated organizations and each request is reviewed by a committee representing a cross-section of employees from different departments & business lines. In 2013, the committee selected 19 grants with a cumulative total of \$233,950. Our employees are proud to serve together on a committee to learn more about the range of community needs that exists where ConAgra Foods' facilities and plants are located. In addition, the employees are able to support a diverse set of nonprofit organizations ranging from volunteer rescue squads to hunger relief organizations.

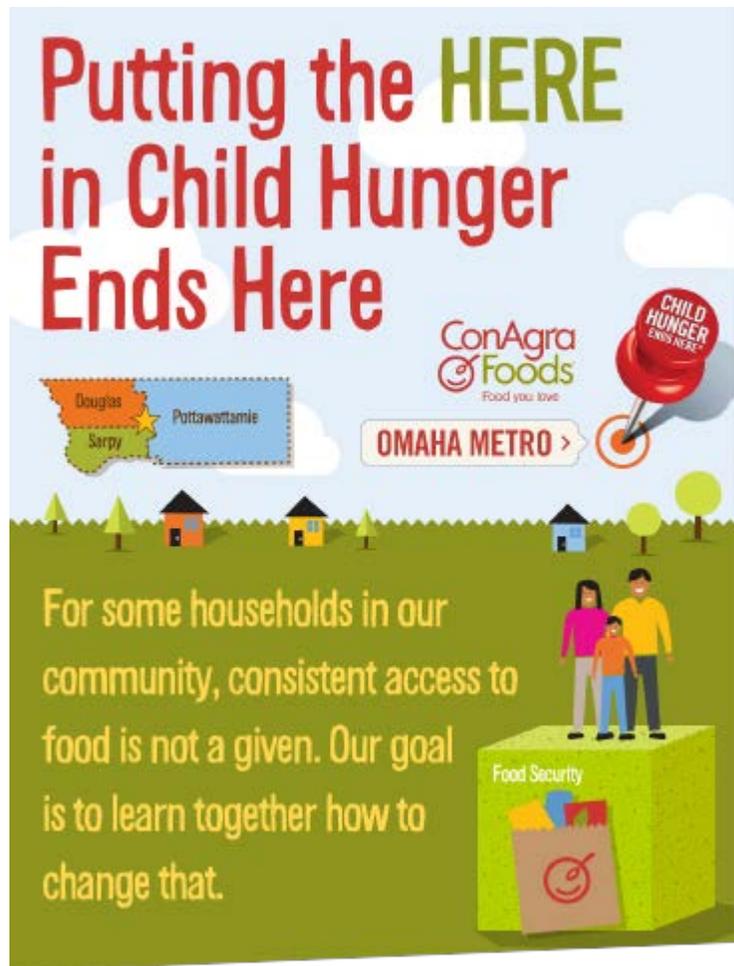
**“I can't even begin to tell you how excited we are!! They are such an amazing organization and excellent stewards of their resources. I know they will do great things in our community with this generous grant. I am very proud today to be a part of the ConAgra Foods family!”**

- ConAgra Foods Employee

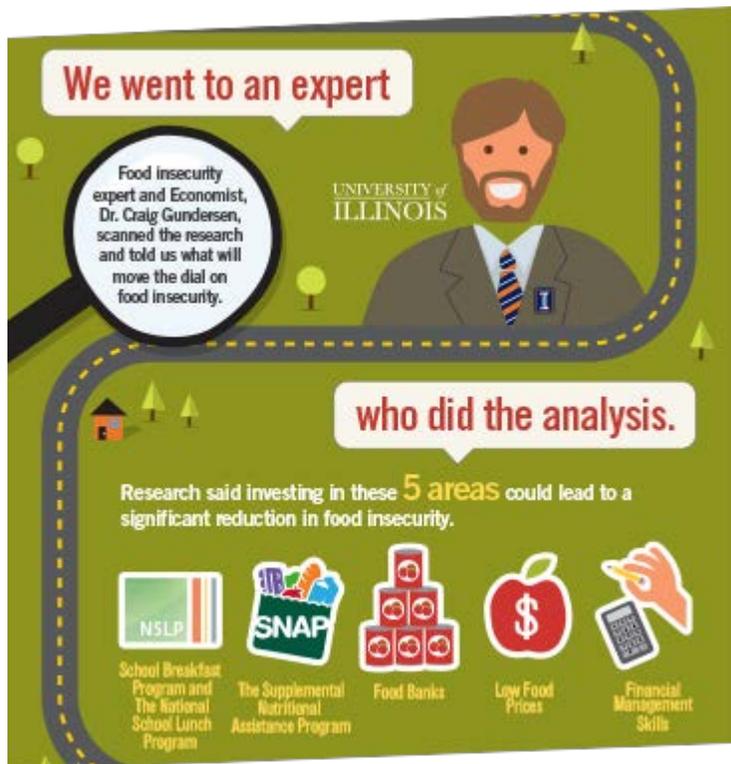
- Our **Dollars for Doers** program enables ConAgra Foods to make a financial contribution on behalf of employees after 40 hours of service are completed. In addition, the Matching Gifts program boosts an employee's personal financial gift with a matched contribution to a charity of his or her choice in post-secondary education, hunger relief, health and wellness, nutrition education and community development.

# Our Partners

Making a Difference in Our Own Backyard



Putting the HERE in the company's Child Hunger Ends Here efforts, ConAgra Foods and the ConAgra Foods Foundation initiated and are investing in a plan to significantly reduce food insecurity in our world headquarters' (Omaha-metro) backyard. The goal of the collective impact initiative is to pilot test the interaction of evidence-based interventions, measure results and develop the insights, systems and expertise needed to replicate the learning across the country.



National issues achieve more sustainable solutions when they are addressed at the community level. More than one in five kids in the U.S. live in households that don't have consistent access to food throughout the year, and this is true for thousands of kids in the Omaha-Metro. Foundation leaders did the research, engaged community partners and created a plan to mobilize the metro area toward becoming a place where no child worries about hunger.



Last fall, the Foundation staff announced it will invest more than \$4 million in metro community organizations and non-profits with a goal of reducing food insecurity in the Omaha-metro by 10 percent to bring the number of food-insecure kids well below the national average.



“We invite business partners, non-profit partners, foundations, government officials, faith communities and everyone else in the Omaha area to help us end hunger HERE—right in our own backyard,” said ConAgra Foods CEO, Gary Rodkin. “If we can do this in Omaha, we believe we can do this across the nation. We are extremely excited and enthusiastic about the opportunity for Omaha to lead the nation in reducing food insecurity.”



## Feeding America Child Hunger Corps Member Site Map



 Cohort 1 — Six members in service  
from August 2010 — August 2012

 Cohort 2 — Eleven members in service  
from August 2011 — August 2013

 Cohort 3 — Nine members in service  
from August 2012 — August 2014

 Cohort 4 — Six members in service  
from August 2013 — August 2015

## Training and Growing Future Leaders Through the National Food Bank Network

As part of the ConAgra Foods Foundation's \$10-million commitment to Feeding America, \$2.5 million is dedicated to supporting the growth and expansion of the ConAgra Foods Child Hunger Corps program. This custom-designed initiative provides a two-year placement for budding leaders who have the enthusiasm to advance the child hunger agenda across Feeding America's national food bank network. The main objective of the program is to increase the number of nutritious snacks and meals served to children in need in communities across the country. At the outset, Feeding America's goal was to have more than 30 Corps members placed in food banks over a five-year period ending in 2015. To date, 32 Corps members have been placed in food banks in more than 20 states from California to Maine.



According to the Child Hunger Corps mid-program evaluation, members from Cohort 1 and 2 have had a lasting impact on their host food banks. Key results include:

- The number of meals and snacks served to children increased significantly at host food banks where a Corps member was placed. Cohort 1 and 2 increased meals on average by more than 92 percent in comparison to food banks without a Corp member.
- Host food banks with Corps members had a significant increase in the number of meals served to children during summer months. Cohort 1 and 2 were able to sustain an average increase of summer meals by 50 percent.
- Hosting a Corps member allowed food banks to increase their visibility in their communities and gave partners a designated child hunger point person. Corps members are considered an important asset to help the food bank to increase community relationships with churches, schools, universities and other institutions, increase representation in community initiatives, and increase communication between the food bank and other organizations working on child hunger locally.
- Child Hunger Corps members contributed to their food banks beyond child hunger programming including grant writing, data management and tracking, fundraising and more.

**“Hosting a Child Hunger Corps member has allowed us to do something we’ve needed to for a long time - fully assess where we need to direct our programs and determine what barriers we would need to overcome to do so. This information will define our goals for children’s programs for the next 5-10 years.”**

*- Cohort 2 Supervisor*

## Summer Fun – A Corps Member Reflection on Making A Difference

Since my first week at the Foodbank of Santa Barbara County, I have spent countless hours researching best practices and planning our summer lunch program, Picnic in the Park. My community needs assessment centered around Picnic in the Park, and since completing the CNA, I have been working each day to coordinate the best possible summer lunch program. As any big project does, planning for the summer has had its ups and downs. While we expanded four new sites in a town with extremely high child poverty, we have dealt with sites in other areas of the county backing down from participating. Despite the challenges that we have faced in recent months, we are moving forward and distributing more lunches in more high need areas than ever before. And children and families are returning to our program in greater numbers.

Seeing three hundred children at one neighborhood park excited to be physically active and play organized games and then receive a healthy lunch that they enjoy with friends in the summer sun is more than anyone could ask for as an outcome of months of hard work!

*Emily Altman, Foodbank of Santa Barbara County - Cohort 4*

## GENIE™ Guide for Effective Nutrition Interventions and Education

Academy of Nutrition and Dietetics  
Academy of Nutrition and Dietetics  
Foundation

Case Study

As we scanned the universe looking for the best nutrition education program in which to invest, we asked ourselves what does good nutrition education look like? Many programs support and align with the [USDA's Dietary Guidelines for Americans](#) and the [MyPlate](#) tool, yet, despite the increased public awareness of the vital role that food choices, dietary practices and physical activity have on health, behaviors are not consistent with the Dietary Guidelines for Americans.

Working in partnership with our in-house nutrition team, we went to the experts in nutrition – the Academy of Nutrition and Dietetics (A.N.D.) – and asked for help in defining what good nutrition education looks like and in creating a tool for the community at large.

Through a grant from the ConAgra Foods Foundation to the A.N.D. Foundation, we supported a Fellow who culled the relevant research, validated the evidence based-interventions with experts in the field on the front line and created a tool called the [Guide for Effective Nutrition Interventions and Education \(GENIE\)](#). GENIE is a first-of-its kind, simple, practical and evidence-based tool to help nutrition education practitioners design high-quality and effective programs. GENIE can help program planners design and build effective nutrition education programs with a higher likelihood of achieving outcomes. Program reviewers can leverage GENIE to efficiently compare various nutrition education program proposals and inform funding decisions.



Case Study

## Kids Eat Right: Addressing the 'Hungry and Overweight Paradox' Across the Nation

Kids Eat Right is a joint initiative of the Academy of Nutrition and Dietetics and its Foundation which aims to educate families, communities and policymakers about the importance of quality nutrition. In October 2013, with an education grant from the ConAgra Foods Foundation, the Academy expanded its Kids Eat Right resources for food and nutrition professionals. The [Nourish to Flourish Infographic](#) was designed to help address the “hungry and overweight paradox” of food insecurity that threatens the health of the nation’s children. With an understanding of the facts on how hunger and being overweight are linked, the Academy and the ConAgra Foods Foundation seek to encourage community leaders and anti-hunger professionals to raise awareness and get involved in supporting the solutions that will make a difference, improving outcomes for children across the country.

# Our Partners

Delivering Solutions and Impact

## Capacity Building for Impact among Key National Organizations



The Food Research and Action Center (FRAC) is the leading, national nonprofit organization working to improve public policies and public-private partnerships to eradicate hunger and under-nutrition in the U.S. FRAC engages hundreds of national, state and local nonprofit organizations, public agencies, corporations and labor organizations to address hunger, food insecurity and, its root cause, poverty.

One FRAC goal is to enroll more eligible low-income children in federal nutrition programs, including school breakfast, summer food, afterschool food and the Special Supplemental Nutrition Program for Women, Infants and Children (WIC). These programs are key to ensure children get the food they need to live healthful lives, however, the program participation levels vary state-to-state. Children are most vulnerable to hunger when they are out of school; for example, more than 20 million children participate in the free- or reduced-lunch program, yet in July 2013, three million children participated in the Summer Nutrition Programs. This is an increase of 161,000 children, or 5.7 percent, from July 2012. This growth was the largest percentage increase in the number of low-income children eating summer meals in more than a decade.

The ConAgra Foods Foundation knows that tremendous effort and coordination of services are essential to achieve these milestones and has been working with FRAC to develop a year-round outreach, training and technical assistance project to engage key national organizations in the adoption and use of the federal child nutrition programs.

With support from the ConAgra Foods Foundation, FRAC is partnering with the Center on Budget and Policy Priorities (CBPP), the Afterschool Alliance, National Council of La Raza, the National League of Cities' Institute for Youth, Education and Families and the National Recreation and Park Association to increase their networks' knowledge and capacity to take advantage of the Federal Child Nutrition Programs. These organizations represent a sampling of the stakeholders that ConAgra Foods Foundation believes are an essential part of building a community of organizations and people to effectively address child hunger in the U.S.



## Some key results for the partners include:



The Center on Budget and Policy Priorities worked closely with FRAC on a joint work plan to promote the Community Eligibility Provision (CEP), which allows schools with high percentages of low-income children to offer free breakfast and lunch to all students without paper applications. Together, FRAC and the Center demonstrated that, in states that had implemented CEP for two school years, average daily lunch participation rose by 13 percent, and average daily breakfast participation increased by 25 percent. FRAC and the Center are deeply engaged in promoting and providing technical assistance and training on CEP as it becomes available to all states in the 2014-2015 school year.



Building on outreach efforts, the Afterschool Alliance engaged several AmeriCorps VISTA (Volunteers In Service To America) groups across the country in expanding summer food and afterschool meals and promoted the benefits of providing such meals to its 26,000 afterschool program partners and numerous stakeholders at out-of-school time conferences.



The National League of Cities (NLC) generated increased awareness of the federal nutrition programs through the distribution of information to cities across the country. NLC wrote feature articles in NLC's newsletter, with a circulation of 15,000 city leaders and staff, and conducted focused outreach on summer food to the state municipal leagues in USDA's summer food target states.



Recognizing the disproportionate impact child hunger has on the Latino community, National Council of La Raza spread the word about the federal child nutrition programs and their potential benefits for Latino children through its network of *promotores de salud* (community health workers) and the staff at NCLR-affiliated community-based organizations. These community leaders then trained others in their communities, ensuring word of the program spread efficiently and with respect for necessary cultural adaptations. NCLR trained 380 *promotores de salud* to improve awareness and increase participation in the child nutrition programs.



The National Recreation and Park Association (NRPA) educated its 12,000 local park and recreation agencies through five NRPA publications, ramped up social media engagement and an issue brief on summer and afterschool food service programs, including key eligibility requirements that encourage local park and recreation agencies to serve as sponsors of these programs.



## Making a Difference in Our Own Backyard



For the past seven years, the Omaha-Metro has joined ConAgra Foods to “Shine the Light on Hunger,” part of the city’s outdoor holiday festivities. During the holidays, the community enjoys a professional ice rink constructed on ConAgra Foods’ campus, turning the downtown location into a mini version of New York City’s Rockefeller Center. It’s a timely opportunity to educate the public about the one in five children in the U.S. who experience hunger and what we all can do to help. The \$5 skate rental and ice fee goes directly to the Food Bank for the Heartland, along with nonperishable goods visitors are encouraged to bring. The ConAgra Foods

Foundation matches donations dollar for dollar, therefore one person’s skate time equates to a \$10 donation to the food bank, or the equivalent of 30 meals at the local level. In 2013, the outpouring of support, matched by ConAgra Foods’ Foundation dollars, equated to 1.1 million meals, both in-kind and cash donations, for the Food Bank for the Heartland. The ice rink has become an annual tradition that not only raises funds but also provides safe family entertainment that allows people to have fun, give back and spread the word.

# Good for the Planet

## Highlights



Our 2020 Sustainability vision puts our goals for reducing greenhouse gas emissions, conserving water and eliminating waste in focus.

[Sustainability Goals >](#)



Our Russellville, Ark., facility stopped wasted energy and water at the source by diligently shutting down equipment not scheduled for production.

[Our Climate Strategy >](#)



Thirty-three of our facilities send less than 5 percent of the waste they generate to landfills.

[Journey to Zero Waste >](#)



Keeping food at its most beneficial use, we've donated 10.9 million pounds of edible, safe and wholesome food to the Feeding America network in FY14.

[Eliminating Food Waste >](#)



About 40 percent of the water used in our facilities is recycled and used for irrigation at neighboring farms.

[Water Use >](#)



Lamb Weston's growers have made year-over-year improvements on the Potato Sustainability Assessment, performing better than the North America average for the past three years.

[Sustainable Agriculture >](#)

# Sustainability Goals

## Focusing on What Matters Most

ConAgra Foods' sustainability goals address the environmental issues that are most material to our business: climate change, water resources, eliminating waste, sourcing materials and services and long-term access to materials. We also believe that collaborating with others to manage these issues is critical to creating a sustainable global food supply. Climate change affects agricultural industries throughout the world and is fundamentally changing how we manage energy use in our facilities. The availability of clean water is essential to how we prepare food and critical to the farmers that grow our raw ingredients. Preventing waste — particularly food waste — is an important measure of our operating efficiency and an emerging social and environmental issue.



### Climate Change

Reducing greenhouse gas emissions through efficiency and innovation while adapting our business to a changing climate.



### Water Resources

Conserving water in our operations and supply chain to improve efficiency and reduce risk.



### Eliminate Waste

Reducing waste at the source and ensuring that materials are being directed to their highest value.



### Sustainable Sourcing

Collaborating with growers and suppliers to develop sustainable sourcing strategies, assuring long-term access to resources.



## Our 2020 Sustainability Vision

Last year, we announced a new sustainability vision for 2020, with new measurable objectives for the next several years. We're focused on working against two business strategies: first, striving to eliminate waste of all kinds — energy, water and materials — to improve efficiency in our operations; second, ensuring we have long-term access to the resources required to make our products through sustainable sourcing programs.

# Sustainability Goals

## Striving to Eliminate Waste

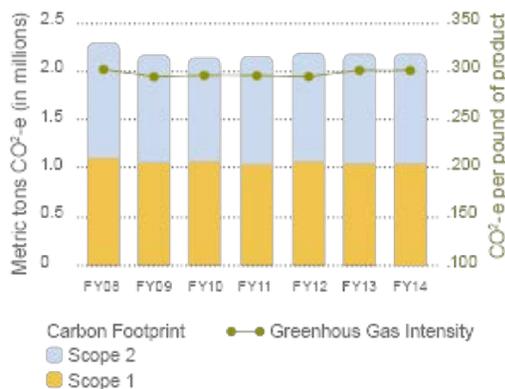
2020

### Address Climate Change through Energy Efficiency and Innovation

- Reduce greenhouse gas emissions by 20 percent per pound<sup>1</sup>

[Learn more](#)

Carbon Footprint & Intensity

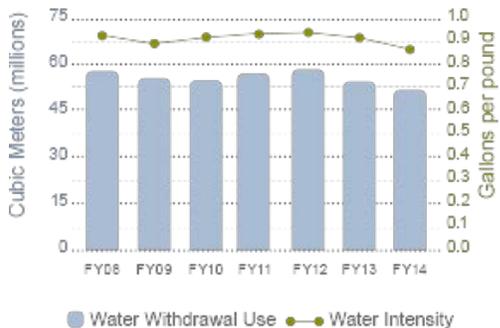


### Reduce Water Use and Address Water Risk

- Reduce water use by 20 percent per pound<sup>1</sup>
- Continue to monitor changes in water availability and quality in the areas where we operate

[Learn more](#)

Total Water Withdrawal & Water Use Per Ton of Product

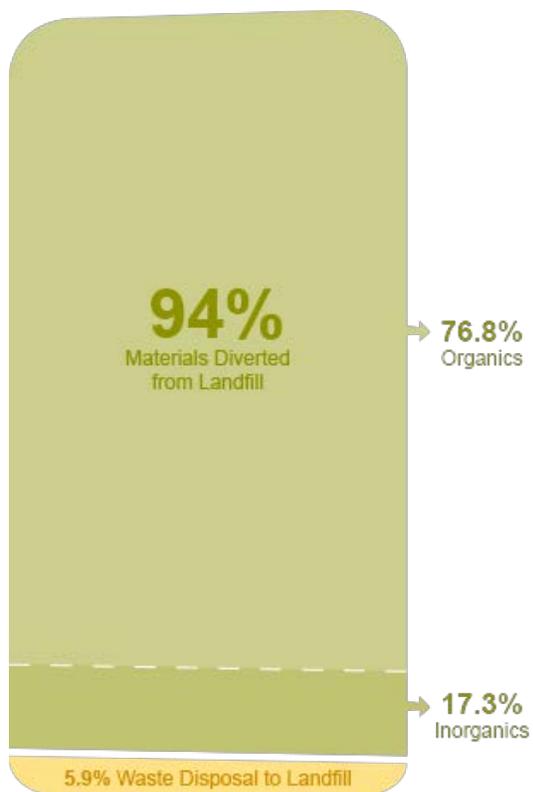


### Keep Waste Out of Landfills

- Reduce waste generation by 1 billion pounds cumulatively in our facilities by 2020<sup>2</sup>
- Continue our zero waste-to-landfill journey, while focusing on directing materials to the most beneficial use
- Lead the industry in packaging for sustainable systems with continuous improvement of design and understanding the role packaging plays in preventing food waste

[Learn more](#)

Landfill Division Breakdown



### Food Access & Availability

2020

#### Work with Our Supply Chain Partners Toward Assuring Long-term Access to Ingredients and Materials Needed to Make Our Products

- Encourage implementation of sustainable agriculture practices with our contracted farmers through implementation of a field-level, metrics-based program
- Participate in certified sustainable sourcing programs, where material to our business

[Learn more](#)



<sup>1</sup> From baseline levels in 2008

<sup>2</sup> From baseline levels in 2011



## ConAgra Foods' Sustainable Development Awards Program

ConAgra Foods' Sustainable Development Awards program continues to be the cornerstone for engaging employees, recognizing the most outstanding sustainability innovations and sharing best practices across the organization. **This year, employees submitted 85 award applications describing projects that significantly reduced our environmental impact while cutting costs by more than \$30 million, proving again that sustainability delivers tangible business results.**

### Results of our Sustainable Development Awards Program

	2014	Total Since 2009
Decreased Carbon Footprint (Metric Tons)	9,535	154,000
Conserved Water (Gallons)	820 M	2.6 B
Solid Waste Diverted (Tons)	8,100	161,500
Solid Waste Reduced (Tons)	10,500	25,700
Packaging Reduced (Tons)	3,900	21,500
Cost Savings	\$30.0 M	\$147.5 M



**“Each year, I continue to be impressed with the ingenuity and imagination of our employees behind the sustainability projects happening in our facilities and across our business. Many of this year’s projects took a no-nonsense, common sense approach to driving better effectiveness and efficiencies in our operations, delivering bigger impacts year over year.”**

**Gail Tavill**, vice president, Sustainable Development



Case Study

The EcoManiacs, ConAgra Foods' Sustainability Resource Network, is comprised of employees passionate about the environment who are working together to raise awareness and change behavior for the good of our business and the planet. This year, the EcoManiacs hosted several educational webinars, highlighting topics such as recycling, composting and homeowner energy efficiency. The team also united employees in celebrating Earth Day and America Recycles Day with environmentally-focused volunteer activities such as tree planting and trail clean-up events at locations throughout the company.

# Environmental Management & Compliance

As outlined in our global [Environment, Occupational Health and Safety Philosophy](#) statement, signed by CEO Gary Rodkin in 2009, ConAgra Foods is dedicated to making the food people love in an environmentally responsible way. To further demonstrate our commitment to complying with environmental laws and regulations and to protecting natural resources, we recently released five new EHS policies: Environmental Policy, Compliance, Climate Change, Water Stewardship and Resource Conservation. Compliance with federal, state and local environmental laws and regulations provides the foundation for our sustainability programs. Through the implementation of a robust Environmental Management System, we proactively manage environmental issues and share best practices among our facilities around the world. Furthermore, environmental compliance is routinely assessed through internal environmental audits. When compliance issues arise, our team of environmental professionals works closely with the affected facility to educate and develop effective action plans and track findings to resolution.

In FY14, ConAgra Foods received 36 Notices of Violation (NOVs) and paid a total of \$1,109,500 in environmental fines. The NOV total includes the facilities previously owned by Ralcorp Holdings. The amount of environmental fines paid for NOVs received in FY14 was \$9,500. The remaining \$1,100,000 was for 2 historic issues that occurred in 2007 and 2009. Approximately half of the NOVs were issued due to exceeding wastewater parameters. The remaining NOVs primarily resulted from air permitting and storm water deficiencies.

# Our Climate Strategy

Climate change remains one of our most significant environmental challenges, impacting our agricultural supply base, potentially threatening our water supply and fundamentally altering growing regions as we now know them. We are committed to reducing greenhouse gas emissions within our own operations and throughout our supply chain to mitigate these risks and build a business that is resilient to climate change.

Our greenhouse gas management program is founded on an understanding of facility-specific emission sources to enable strategic decisions regarding reduction opportunities. These decisions are enabled by data, with many of our locations tracking greenhouse gas emission per pound of production on a daily or weekly basis. Furthermore, we believe that accountability for making year-over-year improvements is integral to achieving our 20 percent greenhouse gas reduction goal by 2020.

Because about 96 percent of ConAgra Foods' greenhouse gas emissions result from natural gas and electricity use, reducing greenhouse gas emissions and improving energy efficiency are essentially one and the same. We believe rather than purchase carbon offsets, it is most impactful and cost effective to reduce our greenhouse gas emissions through energy efficiency. Consistent with this approach, we did not purchase carbon offsets in FY14.

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## CDP Climate Change Disclosure

ConAgra Foods has responded to the CDP's Climate Change disclosure since 2008, providing detail on the business risks and opportunities related to climate change. Our responses are publicly available on the [CDP website](#).

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# Reducing Greenhouse Gas Emissions Throughout the Value Chain



Case Study

**2020 Vision:**  
Reduce greenhouse gas emission by 20 percent per pound of production.

## Making a List, Checking it Twice

Flexing their simplicity and accountability muscles, third shift maintenance team members at our frozen food facility in Russellville, Ark., stop wasted energy and water at the source by diligently shutting down equipment not scheduled for production. Every night, the third shift notes the upcoming day's production schedule and if a line is not scheduled to run, the team shuts down equipment based on a line-specific Energy Saving Audit checklist targeting electricity, compressed air and water. At the same time, team members note air or water leaks needing repair. With no capital investment required, the Russellville team has proven how employee engagement can drive results.

# Greenhouse Gas Inventory

## Scope 1 & 2 Emissions

ConAgra Foods is committed to reducing greenhouse gas emissions by 20 percent per pound of production by 2020. With a diverse portfolio of food — ranging from canned tomatoes to frozen potatoes to popcorn — we're mindful that each type of product requires different energy inputs, resulting in varying carbon intensities. We're leveraging this knowledge to further refine our greenhouse gas emissions reduction strategy, targeting those products and processes that are most energy-intensive.

In FY14, our Scope 1 and 2 greenhouse gas emissions were about 2.1 million metric tons. Our total Scope 1 and 2 emissions have decreased by 5.3 percent since FY08. Our greenhouse gas intensity — or emissions per ton of product produced — has remained relatively flat, decreasing by about 1.3 percent since FY08. About 96 percent of our greenhouse gas emissions come from our use of natural gas and electricity.



To drive progress toward our greenhouse gas reduction goal, we have begun to include business unit greenhouse gas reduction targets in performance appraisals for leadership at both corporate and plant levels. This initiative is based on site-specific, year-over-year greenhouse gas reduction goals. In support of this, many of our facilities integrate greenhouse gas reduction strategies into the annual site master planning process. It is management processes like these that are increasing accountability throughout our organization while driving greater employee awareness and engagement.



Case Study

## Electric Power Synchronization

Our facility in Irapuato, Mexico, seized the opportunity to increase biogas utilization by connecting the biogas-fueled electric generator at the wastewater treatment plant to the main electric supply of the facility. In doing this, the facility was able to fully utilize the biogas output and increase generator operations from 11 to 22 hours per day. By **more than doubling electricity generation - from 352 to 836 kilowatt hours per day** - Irapuato reduced the time biogas was being flared by 88 percent.

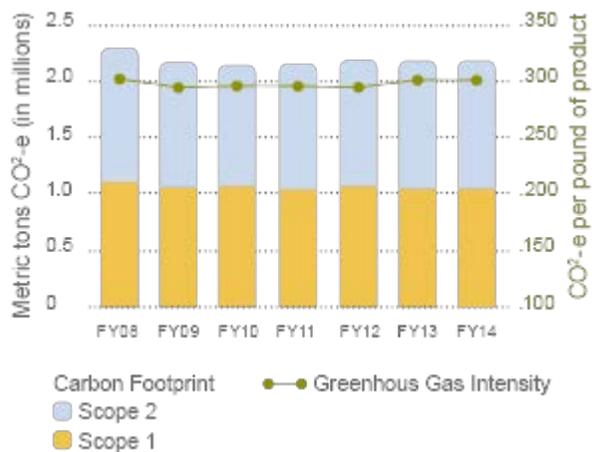
## Greenhouse Gas Emissions by Source

percent of total Scope 1 & 2 emissions



\*Including other fuels, owned transportation, refrigerants and agricultural emissions.

## Carbon Footprint & Intensity



> Data Summary

# Greenhouse Gas Inventory

## Scope 3 Emissions

ConAgra Foods also reports on select Scope 3 greenhouse gas emissions where:

- Data are reasonably available
- Emission factors are accurate and based on sound science
- The value and insights gained from the information outweigh the costs of gathering the data

We've included detailed information in this report about the greenhouse gas emissions associated with the use of contracted upstream transportation and distribution to ship finished food from our manufacturing facilities to our customers. This is the second year that ConAgra Foods reported Scope 3 greenhouse gas emissions associated with solid waste management practices using the [Environmental Protection Agency's Waste Reduction Model \(WARM\)](#). Using facility-specific solid waste disposal and diversion data in more than 15 different material types, WARM provides insight to the greenhouse gas emissions reductions associated with [diverting solid waste from landfills](#).

## Upstream Transportation & Distribution

Farm-to-fork transportation and storage of raw materials, ingredients and finished products contribute to the total life cycle environmental footprint of our food. Our reported transportation data include those that ConAgra Foods influences directly, either by contracting with carriers or by using fleet vehicles we own or lease. This primarily includes transportation used to move finished products to customers' distribution centers, though there are some exceptions when we manage the transportation of raw ingredients. More than 97 percent of our transportation is contracted, and the emissions of those vehicles is categorized as Scope 3 greenhouse gas emissions in accordance with the World Resources Institute and the World Business Council for Sustainable Development Greenhouse Gas Protocol.

We are working aggressively with our transportation business partners, distributors and customers to improve transportation efficiency and reduce greenhouse gas emissions. We rely on a variety of contracted transportation services including rail cars, intermodal, trucks and ocean freighters to meet the inbound and outbound transportation requirements for our food. In addition, ConAgra Foods' J.M. Swank® distribution business owns and operates a private fleet and contracts with many third-party carriers to service other segments of the food processing industry. Whether contracted or owned, ConAgra Foods is focused on improving the efficiency of every mode of transportation it uses.



ConAgra Foods' comprehensive sustainable transportation strategy focuses on improving efficiency in three ways. First, we are continuously improving pallet efficiency by optimizing package size and orientation to fit the most products on each shipment. Second, we evaluate available modes of transportation and seek to use the most efficient method. For example - though still a small part of our transportation footprint - we've increased the amount of product moved using intermodal transportation by more than 40 percent compared to FY08. Lastly, our contracted carriers are continually upgrading their fleets to improve efficiency, including trucks equipped with battery-powered auxiliary systems and aerodynamic fairings. Combined, these efforts ensure we're moving our products in the most efficient way possible, reducing costs and cutting greenhouse gas emissions.

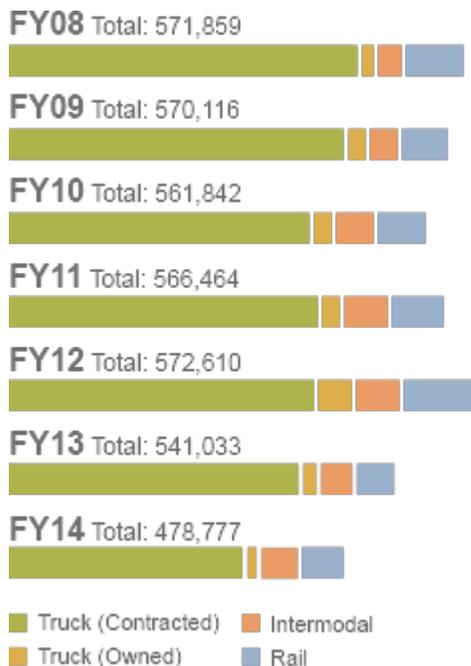
## FY14 Transportation Footprint

as a percent of volume moved



## Transportation Carbon Footprint<sup>1</sup>

by mode, metric tons



<sup>1</sup> Greenhouse gas emissions not calculated for ocean freight because mileage is not available.

We achieved diverting **94%** of waste materials from landfills

### Case Study

## Waste Generated in Operations

In FY12, we put rigorous systems in place to track landfill and material diversion data from all of our facilities, categorizing these material streams into more than 15 descriptive categories that are aligned with the Environmental Protection Agency’s Waste Reduction Model (WARM). This tool enables us to better understand the lifecycle greenhouse gas emissions associated with how we managed these materials, allowing us to quantify benefits of finding the highest-value home for them outside of landfills. During FY14, we estimate Scope 3 greenhouse gas emissions associated with sending waste materials to landfills to be 10,036 metric tons. Our achievement in diverting 94.0 percent of waste materials from landfill avoided 165,306 metric tons of Scope 3 greenhouse gas emissions<sup>1</sup>.

<sup>1</sup>Compared to landfilling all waste generated.

# Energy Use & Efficiency

About 96 percent of our Scope 1 & 2 greenhouse gas emissions result from our use of natural gas and electricity. Therefore, we track these metrics at the facility level on a monthly basis and provide quarterly reports to management, sharing progress toward our greenhouse gas reduction goal. Many of our locations also track these metrics on a daily or weekly basis, making energy use a key performance indicator for daily operations.

Between FY08 and FY14, we decreased our total electricity use by 2.4 percent and natural gas use by 3.9 percent. Our energy intensity — or energy use per pound of product produced — remained flat for natural gas and increased for electricity 1.7 percent. To further drive accountability in improving energy efficiency, we've added site-specific reduction goals to the performance expectations of senior leadership and managers throughout the company.



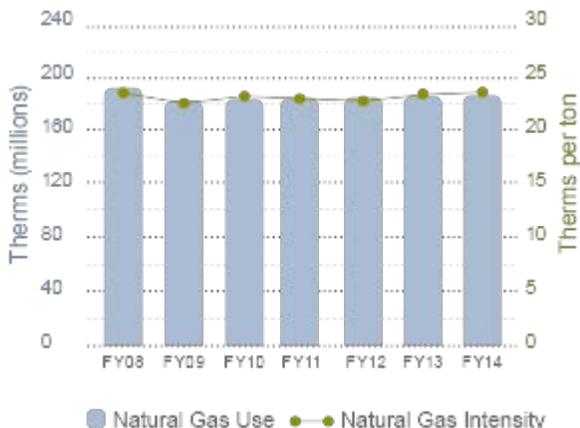
## Case Study

### ENERGY STAR®

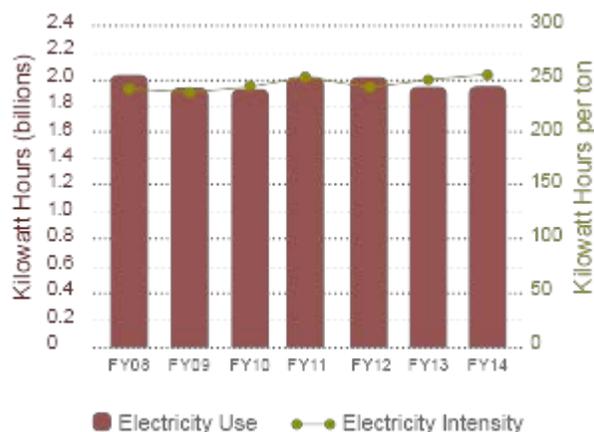
The number of ConAgra Foods facilities achieving ENERGY STAR® certification from the U.S. Environmental Protection Agency (EPA) continued to grow during FY14. Our latest class of ENERGY STAR achievers includes eight operations, one of which, our Lamb Weston frozen potato facility in Warden, Wash., earned the honor for the first time. Our 2013 ENERGY STAR recipients included five frozen potato facilities – Boardman, Ore., Park Rapids, Minn.\*, Quincy, Wash., Richland, Wash., and Warden, Wash.\* – and three cookie and cracker facilities – Ripon, Wis., South Beloit, Ill., and Tonawanda, N.Y. The facilities receiving ENERGY STAR certification perform in the top 25 percent of similar operations nationwide for energy efficiency, serving as examples of what we can all achieve when working together.

\*Owned by joint venture

## Natural Gas Use



## Electricity Use



### > Data Summary



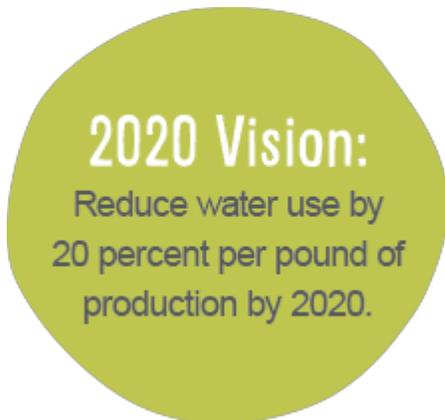
Case Study

## Certified Refrigeration Energy Specialist

In a pay-it-forward approach, two team members at our Lamb Weston frozen potato facility in Connell, Wash., earned the designation of Energy Specialist through Certified Refrigeration Energy Specialist training. The training highlighted the behavioral impact of equipment operation, which led to changes in operational practices, system training materials and scheduled maintenance work streams. The team’s newfound expertise quickly resulted in no-cost, high impact operational changes that **reduced refrigeration system electricity use by 900,000 kilowatt hours, cutting greenhouse gas emissions by 335 metric tons.**

# Water Use

We understand the importance of protecting one of the planet’s most critical resources — water. Our suppliers and contracted growers depend on the availability of clean water to grow crops and produce the raw materials needed for making our food. Our own facilities rely on access to clean water to operate, prepare food on a commercial scale and ensure that our equipment meets or exceeds food safety and quality standards. As a result, our water resource strategy guides how we actively manage water resources across the value chain and factors in both water use and water quality.



In FY14, ConAgra Foods decreased its total water use by 11.0 percent compared to FY08. Our water intensity — the water we use per pound of production — also decreased by 7.3 percent during this same period. Perhaps most promising is that we've reduced water use per pound by 5.0 percent compared to last year, showing that our conservation efforts are producing tangible results.

## Water Withdrawal Source, Water Use & Wastewater Discharge Destination



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**About 40 percent of the water we use in our facilities is recycled and used for irrigation at neighboring farms, returning a significant portion of the water to beneficial agricultural use.**

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## How We Use Water to Make Food

Reducing the amount of water we use is just as important as paying attention to the quality of water we discharge to local communities. We withdraw water from three sources: municipal systems, onsite wells and adjacent surface water bodies. Similarly, we discharge wastewater in three ways: to publicly owned treatment facilities, as land application or irrigation and directly to surface water bodies.

ConAgra Foods makes a variety of food products, each of which requires a different amount of water to prepare. Though there are many similarities in the ways we use water (e.g. for producing steam for cooking, for cleaning to ensure food quality, etc.), there are fundamental differences in how much water is needed for various products. Understanding the water-to-food ratio for our products translates into plant-specific conservation projects that work to increase efficient water use in our manufacturing processes and sanitation procedures, enabling us to better prioritize conservation efforts across our company.



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ConAgra Foods' sustainable agriculture program focuses on crops like Lamb Weston potatoes.

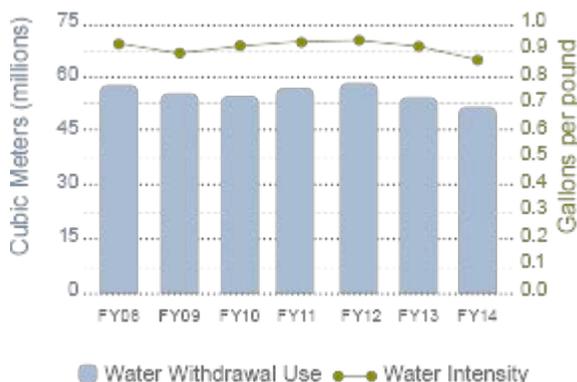
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## Water Use in Our Supply Chain

Agriculture is a major user of ground and surface water in the U.S., accounting for approximately 80 percent<sup>1</sup> of the nation’s consumptive water use. That is why ConAgra Foods’ **sustainable agriculture** program focuses on reducing water use for crops where we have direct relationships with growers, including potatoes, popcorn, and tomatoes.

<sup>1</sup>United States Department of Agriculture Economic Research Service

## Total Water Withdrawal & Water Use Per Ton of Product



Case Study

## Less Water, More Clean

Committed to conservation, our Poppycock® and Crunch ‘n Munch® facility in Lincoln, Neb., challenged the weekly wet wash cleaning cycle to reduce water used during sanitation. Cleaning results were validated to allow the process to be extended to a 21-day cycle. Internal and external sanitation experts tested daily micro levels and sanitation results before the project and after the project was implemented for 150 days. Extending the wet wash cleaning cycle has not only improved micro cleaning results and employee safety, but **these efforts conserved 650,000 gallons, reducing water use by 4.7 percent.**



Case Study

## Our Water Meter Must Be Broken

Our frozen foods facility in Macon, Mo., developed a system to utilize “grey water” in their wastewater treatment process. After measuring the amount of heated potable water used to clean the wastewater rotary screens, they further analyzed the necessary temperature required to effectively remove the fat and grease. Leveraging this insight, the team identified an alternate source of warm water to reduce fresh water use and heating requirements. Macon installed a pump off their secondary dissolved air flotation (DAF) unit, which now **reuses 4 million gallons of warm water** previously destined for the city sewer back into the wastewater treatment process to clean the rotary screens.

# Water Risk

Water-related risks can be particularly threatening to the food industry, with a global supply chain intensely dependent on the availability of clean water to grow ingredients. Managing water risk — both at our own facilities and those embedded in our supply chain — is critical to ConAgra Foods' long-term business success.



The extremes in water crisis over the past several years have demonstrated how water is indeed a critical local issue, with potential for global consequences. Historic flooding of the Missouri and Mississippi Rivers in the central United States in 2011 was followed by record-setting droughts the following year. In fields that were completely washed out by flooding just a year prior, cornstalks struggled to grow, turning brown due to the lack of water. At the close of FY14, we faced one of the most severe droughts on record in the State of California, where 95 percent of the tomatoes in the United States are grown, including those used in Hunt's ketchup and other ConAgra Foods' products. These realities prove that managing water risk is an integral part of business planning.

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**ConAgra Foods has responded to the CDP Water Disclosure Project since its inception. The project provides information to the global marketplace on investment risks and opportunities associated with water risk. Our responses are publicly available on the CDP's website.**

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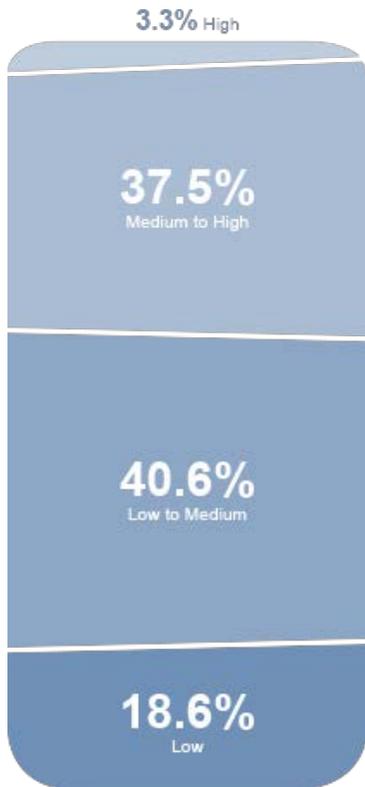
## Direct Water Risk Exposure

In FY11, using the Global Water Tool developed by the World Business Council for Sustainable Development (WBCSD), we first began mapping each ConAgra Foods facility against areas of watershed stress and incoming water flow and quality. This year we transitioned to the World Resources Institute's Aqueduct Water Risk Atlas and for the first time, extended our analysis to include our new locations added through the Ralcorp acquisition. Overall water risk results from the tool show 7 percent of our facilities as low risk, 41 percent as low to medium risk, 41 percent as medium to high risk and 11 percent as high risk. These 10 high risk locations represent just 3.3 percent of ConAgra Foods total annual water use.

Despite the fact that the majority of our facilities are located in areas of low to medium water risk, effectively managing water resources — both in terms of water use efficiency and wastewater discharge quality — is one of our top sustainability priorities. In the years ahead, we plan to take our analysis beyond the Aqueduct Water Risk Atlas and leverage knowledge of local watersheds and regulatory environments to better understand our risk exposure.

## Overall Water Risk Index

ConAgra Foods Production Facilities  
percent of water usage



ConAgra Foods is committed to continuing to monitor and mitigate water risk in our operations and supply chain

<sup>1</sup> This year, we utilized the World Resources Institute (WRI) Aqueduct Water Risk Atlas, which considers 12 key indicators of water risk to create global overall water risk maps: overall physical risk (quantity & quality), baseline water stress, inter-annual variability, seasonal variability, flood occurrence, drought severity, upstream storage, groundwater stress, return flow ratio, upstream protected land, regulatory & reputation, media coverage, access to water, threatened amphibians.



Case Study

## Bridge Over Troubled Water

Our Lamb Weston potato processing facility in Richland, Wash., irrigates 277 acres of nearby farmland as part of their wastewater treatment process. Due to fluctuations in the amount of water discharged by the facility, additional potable city water was used as needed to sustain healthy crops. To conserve potable city water, the Richland team worked with the City to install approximately 8,000 feet of distribution piping to gain access to unused irrigation water. **This collaborative thinking resulted in 82 million gallons of potable water conserved annually for more beneficial use.**

# Water Risk

## Water Scarcity Map

### Overall Water Risk

#### Low Risk 6 locations, 18.6% of total water use

Boisbriand, Canada  
 Connell, Wash.  
 Pasco, Wash. (2 locations)  
 Quincy, Wash.  
 Richland, Wash.

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#### Low to Medium Risk 36 locations, 40.6% of total water use

Batesville, Ark.	Lakeville, Minn.
Boardman-Watts, Ore. (2 locations)	Lancaster, Ohio
Brantford, Canada	Lincoln, Neb.
Buckner, Ky.	Louisville, Ky.
Council Bluffs, Iowa	Macon, Mo.
Delhi, La.	Marshall, Mo.
Delta, Canada	Memphis, Tenn.
Dickson, Tenn.	Newport, Tenn.
Dothan, Ala.	Paterson, Wash.
Dresden, Canada	Princeton, Ky.
Excelsior Springs, Mo.	Russellville, Ark.
Georgetown, Canada	Saint Louis, Mo. (2 locations)
Hamburg, Iowa	Sylvester, Ga.
Hermiston, Ore.	Tonawanda, N.Y.
Humboldt, Tenn.	Trenton, Mo.
Kent, Wash.	Troy, Ohio
Kitchener, Canada	
Lake View, Iowa	

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#### Medium to High Risk 38 locations, 37.5% of total water use

American Falls, Idaho	Menomonie, Wis.
Archbold, Ohio	Milton, Pa.
Brookston, Ind.	Minneapolis, Minn.
Carol Stream, Ill.	Morral, Ohio
Carrollton, Texas	Oakdale, Calif.
Cedar Rapids, Iowa	Ogden, Utah
Chicago, Ill.	Park Rapids, Minn.*
Columbia, S.C.	Rensselaer, Ind.
Cranbury, N.J.	Ripon, Wis.

Forest Park, Ga.	Sparks, Nev.
Fridley, Minn.	Streator, Ill.
Grand Rapids, Mich. (2 locations)	Taber, Canada
Hanover, Pa.	Tolleson, Ariz.
Indianapolis, Ind. (2 locations)	Twin Falls, Idaho
Lancaster, Pa.	Verolanuova, Italy
Lodi, Calif.	Warden, Wash.*
Maple Grove, Minn.	Waterloo, Iowa
Marion, Ohio	Womelsdorf, Pa.

\*Owned by joint venture

## High Risk 10 locations, 3.3% of total water use

Irapuato, Mexico  
 Azusa, Calif.  
 Battle Creek, Mich.  
 El Paso, Texas  
 Fresno, Calif.  
 Helm, Calif.  
 Milwaukee, Wis.  
 Quincy, Mich.  
 South Beloit, Ill.  
 Visalia, Calif.



Case Study

## Not Just a Drop in the Bucket

Taking on a “never use water once” approach, our Hebrew National® facility in Quincy, Mich., upgraded four single-pass condensers to now enable recirculated cooling in the facility's ammonia-based cooling system. Well water that was previously used once prior to being discharged is now used in the cooling circuit multiple times, reducing the stress on local fresh water aquifers by reducing groundwater withdrawal. **The project conserved more than 271 million gallons of water annually, reducing water used to make Hebrew National® products by about 81 percent.**

# Journey to Zero Waste

## 2020 Vision: Eliminating Waste and Keeping it Out of Landfills

- Reduce waste generated in our facilities by one billion pounds.
- Continue our zero waste-to-landfill journey, while focusing on directing materials to the most beneficial use.
- Lead the industry in packaging for sustainable systems with continuous improvement of design and expertise in the role packaging plays in preventing food waste. [Learn more](#)

Solid waste is simply the result of the inefficient use of resources, representing an opportunity for our operations to manage those resources more effectively. Our continuous improvement program — based on a “zero loss” philosophy — drives maximum use of our material resources. Nearly all solid waste generated at our manufacturing facilities consists of food and packaging materials, much of which should really be more aptly characterized as “byproduct” instead of “waste.” By reframing the way we talk about these materials, we can begin changing attitudes and behaviors in our facilities to make even greater gains in our waste reduction efforts.

Our goals for 2020 are to systematically and strategically reduce our wastes generated and keep materials out of the landfill so that we can maximize the use of our resources for the future. We are very proud of the work that has been done to keep materials out of landfills. In FY14, more than 94 percent of solid waste generated from our facilities was diverted to more beneficial use through recycling, donations to feed people, use as animal feed, energy generation or land applications as a soil amendment.

At the same time, we’ve turned our focus to reducing and eliminating wastes at the source, taking notable strides toward our goal of avoiding one billion pounds of waste by 2020. By reducing total waste generated through improved material utilization and source reduction, we have avoided 261,158,000 pounds of waste compared to FY11, achieving 26 percent of this goal. In the years ahead, ConAgra Foods remains committed to our zero waste-to-landfill journey and keeping valuable materials out of landfills.

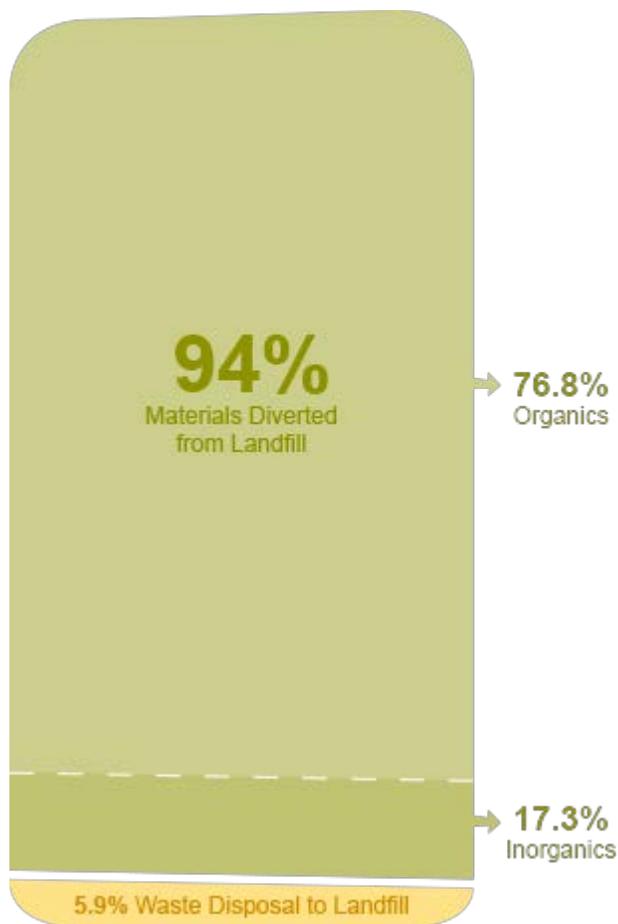
## Reaching a Major Milestone in the Zero Waste-to-Landfill Journey

Thirty-three of ConAgra Foods’ facilities, representing more than 80 percent of total waste generation, **send less than 5 percent of the waste they generate to landfills.** These facilities are recognized with Zero Waste Champion awards for each year they achieve a 95% or greater diversion rate to reinforce this journey. Several facilities have achieved a true zero waste to landfill where all of their material is sent to a beneficial reuse.\*

- American Falls, Idaho
- Batesville, Ark.
- Battle Creek, Mich.
- Boardman, Ore.
- Brantford, Canada\*
- Carol Stream, Ill.
- Cedar Rapids, Iowa
- Columbia, S.C.
- Connell, Wash.
- Cranbury, N.J.\*
- Dresden, Canada
- Excelsior Springs, Mo.
- Hamburg, Iowa
- Hanover, Penn.
- Helm, Calif.
- Hermiston, Ore.
- Irapuato, Mexico
- Lake View, Minn.
- Lancaster, Ohio
- Lincoln, Neb.
- Maple Grove, Minn.\*
- Menomonie, Wis.
- Park Rapids, Minn.<sup>1</sup>
- Pasco, Wash. (2 Facilities)
- Paterson, Wash.
- Quincy, Wash.
- Richland, Wash.
- Taber, Canada
- Tolleson, Ariz.
- Tonawanda, N.Y.\*
- Twin Falls, Idaho
- Warden, Wash.<sup>1</sup>

<sup>1</sup>Owned by joint venture

## Landfill Diversion Breakdown



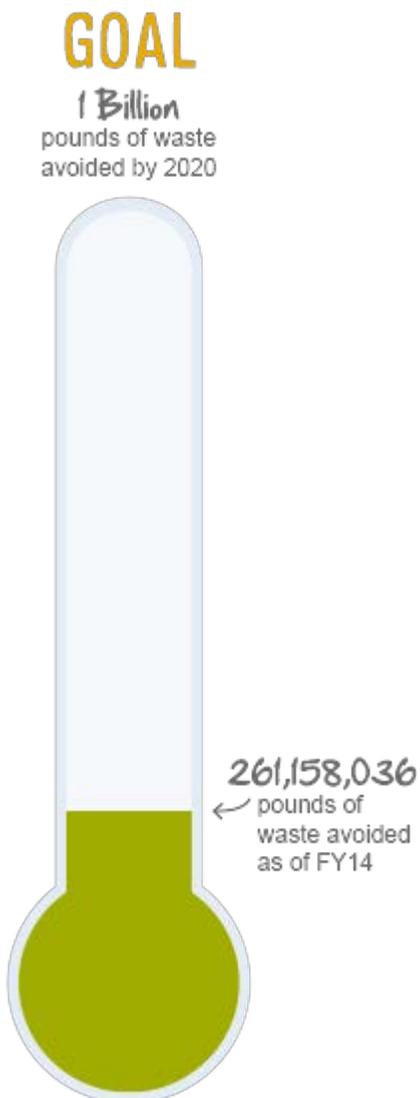
### Organic Materials

- Food (Animal Feed) - 64.58%
- Food (Composting) - 1.34%
- Food (Donation) - 0.11%
- Food (Energy Recovery) - 0.91%
- Food Oil/Grease - 0.58%
- Mixed Organics - 5.01%
- Wastewater Sludge - 4.28%

### Inorganic Materials

- Aluminum - 0.005%
- Cardboard - 2.9%
- Mixed Metals - 0.2%
- Mixed Paper - 0.12%
- Mixed Plastics - 0.23%
- Mixed Recyclables - 12.88%
- Wood - 0.91%
- Waste to Energy - 0.6%

## Waste Reduction Progress



Eliminated  
**250**  
 tons  
 of potato  
 waste annually

Case Study

## Save Our Shreds: Eliminating Loss

Our Lamb Weston frozen potato facility in Twin Falls, Idaho, installed variable frequency drives (VFDs) on four circulation fans at the end of a freeze tunnel, allowing the speed to be adjusted based on the product that is being run. These replaced fixed-speed circulation fans, which historically caused notable spill points when running hash browns, wasting product and increasing sanitation requirements. The VFDs reduced the single-largest source of hash brown shred waste by 20 percent, eliminating 250 tons of potato waste annually.



Case Study

## Zero Waste, Rising Success in Brantford

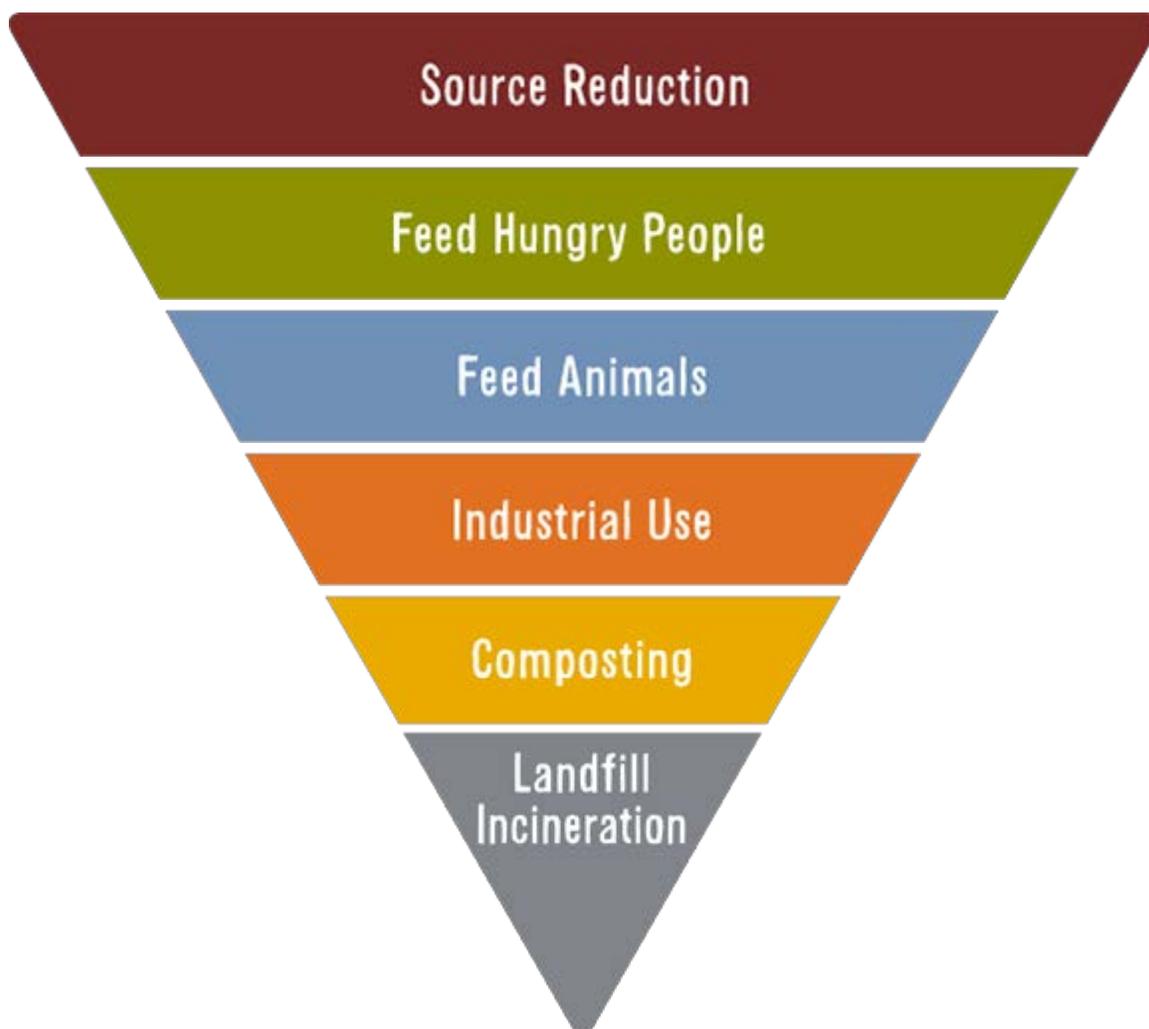
Ready to take a pivotal step in their zero waste journey, our frozen bakery in Brantford, Canada collaborated with their recycling and waste service provider to become 100 percent landfill-free. Together, the team performed a waste audit to identify opportunities to improve recycling and eliminate waste. Material recovery was optimized, with all recoverable ingredients and materials being used for animal feed or recycled. The residual material — which accounts for less than 5 percent by weight each month — is diverted from landfill through energy recovery. Zero waste, lower costs — a win-win for our business and the planet.

# Eliminating Food Waste

Getting the most of our natural resources is a fundamental goal of ConAgra Foods. To that end, we are working hard to identify sources of waste throughout our facilities and practices and seeking out ways to reduce that waste at the source. Reducing waste through improved yields, first pass quality, strategic production initiatives, and better design is smart business. It's good for the environment and the bottom line.

Food waste comprises a large portion of the solid waste generated at our production facilities. It results from yield losses within our processes, products that did not meet our high quality standards and unused ingredients. Because organic materials degrade in landfills and generate methane, a potent greenhouse gas, keeping these materials out of landfills is a core component of our waste and climate strategies. Aligned with the principles of the [Environmental Protection Agency's Food Waste Recovery Hierarchy](#), ConAgra Foods strives to redirect food waste to its most beneficial use.

## Environmental Protection Agency's Food Waste Recovery Hierarchy



## Source Reduction



Preventing food waste before it is created is the best thing we can do for the planet and our business.

ConAgra Foods frozen foods facility in Council Bluffs, Iowa, began tracking waste at the source to eliminate loss. Green Team analytics determined that a substantial amount of dough was being wasted on Pie Line 3. Knowing the root cause, the plant installed a different style of block on the line to improve accuracy and prevent overhang as the dough was sheeted. The simple change eliminated 235 tons of food waste annually, reducing dough waste by more than 60 percent.

## Feed Hungry People



If our products or ingredients cannot be sold, donating to those in need is the next best thing.

In FY11, we began exploring ways to donate more food in non-traditional ways — like trimmings from production, bulk ingredients discontinued due to product changes and excess materials made during product testing. In FY14, we focused on donating product made during the testing of a new consumer product or recipe change to an existing product. More than 2.4 million pounds of nutritious, edible test product was donated through partnerships with members of the Feeding America network.

## Feed Animals



Ingredients that cannot be used to feed people may be used to feed animals.

Most of our facilities direct food scraps and excess ingredients to animal feed, providing a source of nutritious materials to be added into farm animal diets while keeping valuable organic materials out of landfills. In FY14, frozen bakery facilities directed more than 24,500 pounds of dough, flour, sugar and other edible ingredients as a high-energy component of animal feed, representing the majority of waste generated by our bakeries.

## Industrial Use



Fats, oils and grease should be rendered into biofuel, where possible.

Our Reddi-wip® and table spreads facility in Indianapolis, Ind., partnered with a local farm to send its wastewater sludge to an on-farm anaerobic digester that creates biogas which generates electricity to send back to the grid. Previously, this wastewater sludge was applied to land as fertilizer. This project enabled 4,000 tons to be utilized at a higher value use and generates enough electricity to power approximately 83 U.S. homes annually.

## Composting



Turning food into a valuable soil amendment.

Our Crunch 'n Munch® and Poppycock® facility in Lincoln, Neb., partnered with a local dairy farm to accept food waste into its composting operation. Over the past three years, more than 1,300 tons of materials have been diverted from landfill.



Keeping food at its most beneficial use, we've donated 10.9 million pounds of edible, safe and wholesome food to the Feeding America network in FY14.



ConAgra Foods is an active participant in the [Food Waste Reduction Alliance](#), a collaborative effort of the Grocery Manufacturers Association (GMA), the National Restaurant Association (NRA) and the Food Marketing Institute (FMI). This Alliance brings together key players from food manufacturers, food retailers and food service industries to work toward common goals to reduce the generation of food waste, to enable more donation to feed hungry people and to recover and recycle more food waste — keeping it out of landfills. The Alliance is working tirelessly to raise awareness of the food waste issue in the United States and has delivered tools that will help others make progress against these goals.

ConAgra Foods has signed on to the [USDA Food Waste Challenge](#). Launched in June by the U.S. Department of Agriculture, the challenge encourages producers, processors, manufacturers, retailers, communities and other government agencies to make public commitments to specific actions to reduce food waste and join efforts to: reduce food loss and waste, recover wholesome food for human consumption and recycle discards to other uses including animal feed, composting and energy generation. These are all things already aligned with ConAgra Foods' core philosophy, and we are proud to be an early adopter of this challenge.

# Package Smarter



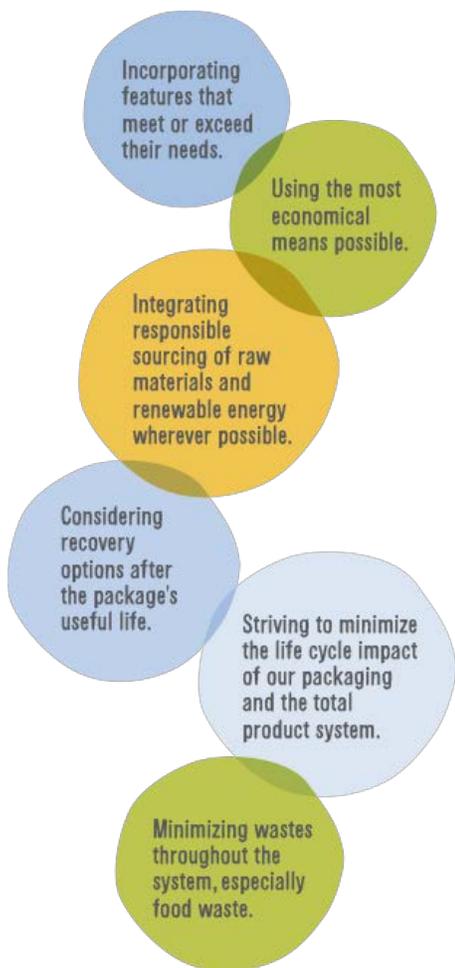
How important is our packaging? In addition to delivering safe, great-tasting food to consumers, it provides nutritional information, preparation instructions and in many cases, convenience and portion control. Packaging shape and design helps identify our brands, making them easier for consumers to find in stores and enhancing the overall experience with our food. Packaging preserves freshness, extends shelf life and provides important protection to help avoid food waste from spoilage or damage. With so many food options and formats offered across different sections of the store, we use a large variety of packaging materials — from corrugated boxes and paper-based cartons to plastic containers and metal cans — to perform all these functions.

Understanding that the materials we use must first meet food safety and consumer performance requirements, we are committed to continually improving our packaging to produce the best environmental outcomes for the total system. Our “2020 Vision” for packaging focuses on minimizing waste throughout the complete product and package system. We strive to use the right amount and the right kind of packaging for the job. Packaging can be part of the solution to avoiding food waste both in the home and throughout the supply chain. We constantly look for ways to use packaging more efficiently and effectively without compromising consumer value. After all, we recognize that people buy our products to enjoy our food, and we are committed to giving them the best possible experience, with packaging as an enabler.

Our Research & Innovation (R&I) team is responsible for delivering these results, while ensuring that our packaging meets the needs and expectations of our customers and consumers. We use life cycle thinking and industry collaboration to evaluate the impacts of packaging materials and formats from sourcing, manufacturing, delivery and consumer use through end-of-life. To assist in making more sustainable decisions when developing new food and processes, ConAgra Foods has invested in lifecycle modeling tools for both packaging and product design, to help us more accurately visualize the impact of our products throughout their life cycles.

## ConAgra Foods' Principles of Sustainable Packaging

Protect the product, and deliver it safely to our customers and consumers by:



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### Clear as Glass

In a move for simplification and efficiency, our Boisbriand, Canada, facility consolidated packaging for VH® and La Choy® sauces. Taking many diverse container sizes and shapes and simplifying to using those that were more efficiently designed, we were able to achieve substantial reductions in both glass and corrugated shipping containers. The reduction amounted to 1.5 million pounds of packaging. By receiving glass in bulk on pallets instead of traditional cases with dividers, we were able improve inbound transportation efficiency by 22 percent.

# Package Smarter

## Defining the Role of Packaging in a Sustainable Society



The power of packaging in balance.®

ConAgra Foods is proud to be a founding member of the [American Institute for Packaging and the Environment \(AMERIPEN\)](#), a packaging trade organization created to advocate for environmentally and economically sound packaging policy improvements. AMERIPEN educates stakeholders about public policies that impact the packaging value chain. As an advocate for the packaging industry — which includes raw material producers and packaging manufacturers, users and fillers, as well as retailers and material recovery operations — AMERIPEN drives policy-related conversations about packaging and the environment. The organization has made considerable progress in advancing its objectives, completing and publishing primary research on packaging's role in the value chain, collection and recycling infrastructure of the 100 largest U.S. cities and funding mechanisms for improved collection of used packaging. ConAgra Foods continues to play a leadership role in these important conversations.



Last year, ConAgra Foods became a member of the How2Recycle label program - one we helped to develop with the Sustainable Packaging Coalition. This label addresses the need for more complete and accurate end-of-life instructions for packaging and drives clarity and consistency for recycling messaging on packaged goods. The How2Recycle label helps consumers understand how to dispose of each component within the package system, and whether it is widely collected or not. In FY14, we adopted the label on 12 brands and almost 300 individual products, with a future goal of use on all products. Visit [www.how2recycle.info](http://www.how2recycle.info) for more details.





## Responding to Consumer Concerns Related to Bisphenol A

Our ongoing commitment to food safety, quality, the environment and consumers means that we constantly work to improve our packaging. We are confident in the safety of all of our food — including canned items that use liners made with Bisphenol A (BPA) — and we are sensitive to consumer perceptions. In 2010, we began packaging some of our Hunt's® brand tomatoes in cans using a non-epoxy liner. In 2012, we also transitioned Reddi-wip® dessert toppings and PAM® cooking spray to a new, two-piece can technology that does not use BPA liners. We continue to evaluate alternative coating technologies for the remainder of our canned food, while closely monitoring the regulatory environment and consumers' expectations, and we are working toward discontinuing use of BPA in our canned products by the end of 2015.



Case Study

## Greening up the Cookie Jar

At our Azusa, Calif., private brands location, we implemented a small change that led to big results for our club store animal cookie displays. The original design used solid sheets of corrugated board to separate layers of jars on the pallet. By modifying the design of these boards to have holes, allowing the jar lids to nest, we improved pallet stability while reducing material use. **This simple change improved product handling, reduced damage, and eliminated more than 240,000 pounds of corrugate a year.**

# Supplier Engagement



Farmers harvesting tomatoes grown for ConAgra Foods in California.

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ConAgra Foods' commitment to doing what's right for the environment extends beyond our own operations, influencing the significant investments we make with our supply chain business partners each year. Our sustainable sourcing and supplier engagement strategy addresses both commodity-specific situations that do not involve direct relationships with producers, as well as **sustainable agriculture** practices for key specialty crops that do involve direct contracts with growers. This approach enables us to quickly take action to mitigate environmental or social risks, while establishing collaborative relationships with suppliers who can help us exert a meaningful and positive influence on the marketplace.

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## Sustainable Palm Oil



ConAgra Foods uses palm oil as a functional ingredient in several of our branded, private brand and food service products due to its unique properties. We purchase palm oil from U.S.-based suppliers — some run integrated operations that cultivate, harvest and process the oil, and others act as commodities traders who purchase and distribute palm oil that has been cultivated by other parties. Over the past several years, we've become increasingly aware of the potential environmental and social risks associated with the cultivation, harvesting and processing of palm oil, and we have taken steps to improve the sustainability of our palm oil supply chain.

Though ConAgra Foods is a relatively minor user of palm oil globally, to help ensure our purchases do not contribute to deforestation of the world's rainforests or negatively impact the communities that depend on them, we will source 100 percent of our palm oil from responsible and sustainable sources by December 2015. ConAgra Foods is a

member of the [Roundtable on Sustainable Palm Oil \(RSPO\)](#), an organization dedicated to promoting the growth and use of sustainable palm oil products through credible global standards and the engagement of stakeholders. We support the principles of the RSPO and RSPO efforts to encourage and certify sustainable palm oil production practices. To reinforce those principles, we are working with our suppliers to support the development of a sustainable, cost-effective market for palm oil to prevent the deforestation of lands for the purpose of developing new palm plantations. We will purchase palm oil only from RSPO members – with preference for purchasing RSPO certified sustainable palm oil.



In addition, by December 2015, we will source palm oil only from suppliers whose landholdings and operations meet the following principles:

- Only legal sources that adhere to all relevant international, national and local legislation and regulation.
- No development on high conservation value landscapes or high carbon stock (HCS) forests. While the HCS methodology is being refined by field testing and science review, new plantings should only be established in low carbon stock areas.
- No development on peat lands regardless of depth and use of best management practices for existing plantations on peat.
- No burning in the preparation of new plantings, re-plantings or other developments and the progressive reduction of GHG emissions.
- Compliance with our Supplier Code of Conduct which describes our expectations in matters including food safety and quality, forced labor, child labor, freedom of association and collective bargaining, discrimination and harassment, wages and benefits, work hours and overtime, health and safety, environment and anti-corruption.
- Respect Land Tenure Rights, including the rights of indigenous and local communities to give or withhold their Free, Prior and Informed Consent to all new development or operations on lands to which they hold legal, communal or customary rights.
- Prevention and resolution of social and/or land conflicts through an open, transparent and consultative process.
- Traceability to the extraction mill and validation of fresh fruit bunches to the plantation estate.

## Local Sourcing

As a global food company, we source ingredients from around the world to deliver high-quality, flavorful and nutritious products. Though our supply chain is composed of business partners with locations throughout the U.S. and the world, local sourcing is a consideration in our purchasing strategy. Local sourcing can help reduce the food-miles in our transportation and logistics network, while providing convenient access to our raw ingredients and packaging. The following highlight a few examples where primary ingredients are sourced close to our facilities.



Swiss Miss® Dairy Farms Video



## Lamb Weston®

### Where the Potatoes Grow

White potatoes used to produce our Lamb Weston frozen potato products — such as shoestring and crinkle-cut fries — are grown by farmers in the Pacific Northwest, near our network of more than a dozen facilities.



Unlike white potatoes, sweet potatoes are grown in the southern United States. Opened in FY11, Lamb Weston’s LEED-Platinum certified sweet potato facility in Delhi, La., is strategically located in the heart of the growing region.



## Hunt's®

### California Tomatoes

Grown within a **250-mile radius** of our tomato fresh-pack facilities in Helm and Oakdale, Calif., our tomatoes are typically prepared less than eight hours after being harvested.

ConAgra Foods is committed to working with our supply chain partners toward assuring long-term access to ingredients and materials needed to make our products by:

- Encouraging implementation of sustainable agriculture practices with our contracted farmers through implementation of a field-level, metrics-based program
- Participating in certified sustainable sourcing programs, where material to our business



Hunt's® Tomatoes: The People Who Make It



## Swiss Miss® Hot Cocoa and Pudding

### Farm-fresh Dairy

Located in the heart of Wisconsin dairy country, our Swiss Miss facility in Menomonie, Wis., buys about 25 million gallons of milk annually from a local network of dairy farms located less than 100 miles from our facility.



## Peter Pan®

### Plentiful Peanuts

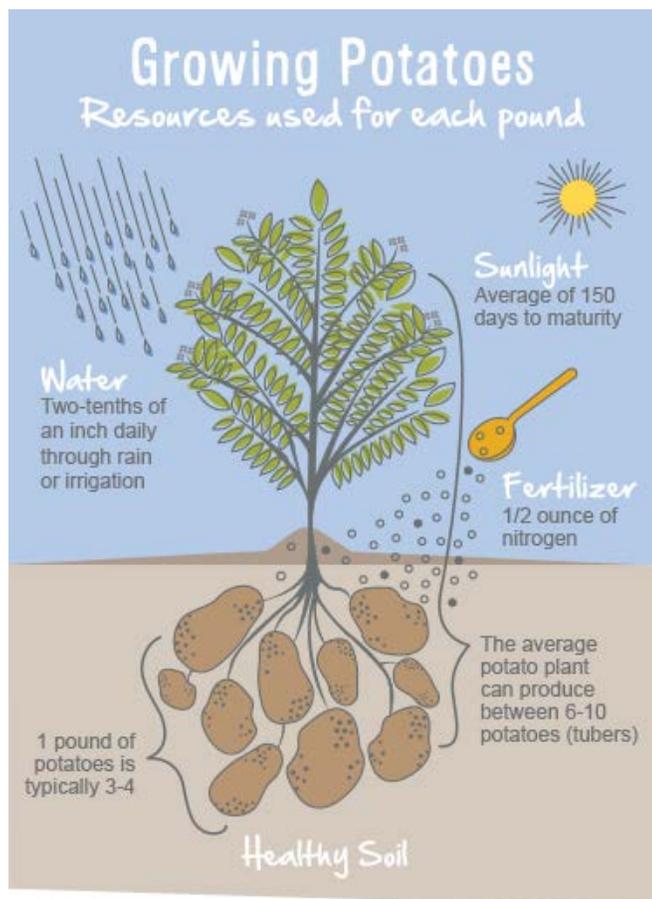
Situated in prime peanut-growing country, our Peter Pan peanut butter facility in Sylvester, Ga., uses peanuts grown within 250 miles of our facility.



## ConAgra Foods Supports the Elimination of Gestation Housing for Sows

As part of ConAgra Foods' long-standing commitment to the humane treatment and handling of animals, we have asked our pork suppliers to present actionable plans by 2017 that address both the elimination of gestation stalls and creation of traceability systems within the pork supply chain. Our decision came following many months of research into various aspects of this issue, including animal welfare, business and supply implications, customer requirements, discussions with the Humane Society of the United States and other special interest groups, challenges involved in making changes within the supply chain and other considerations. We believe this is the right thing to do, and we are committed to continue working with pork suppliers who share our commitment to the best animal welfare and handling practices. During FY14, we've continued to communicate with suppliers regarding their plans to meet this commitment.

# Sustainable Agriculture



## Growing potatoes, by the numbers

For the first time, based on data received from our growers during the 2013 season, we are sharing information on a few key inputs for growing potatoes. In the years ahead, we will continue to benchmark these inputs as well as work with our peers across the industry to standardize and share additional sustainable agriculture reporting.

**Lamb Weston.**

**Day by day and growing season by growing season, Lamb Weston is transforming farming practices in a sustainable way: increasing crop quality and yield, significantly decreasing crop protection inputs and reducing water and electricity use while striving to reduce greenhouse gas emissions.**

## Collaborating with Growers

Lamb Weston contracts with more than 100 growers who harvest more than 150,000 acres of cropland. **Each of our growers agrees to the terms of our Sustainable Agriculture Program Guidelines and Requirements.**

Outlining expectations for land stewardship, water use, soil conservation and nutrient and pesticide application, our guidelines clearly define growers' responsibilities related to sustainable farming practices every year.



Irrigated fields on a Lamb Weston farm located in the Pacific Northwest.

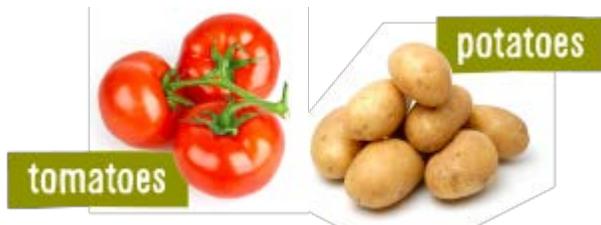
As part of Lamb Weston's **Integrated Pest Management program**, growers focus on crop-damaging pests, allowing beneficial insects to thrive. Infrared photography, moisture-sensing equipment and plant tissue analysis are used as part of our **Soil and Petiole Monitoring and Potato Plant Analysis** to ensure only the necessary levels of water and nutrients are applied. And our new **Grower Information Edge program** aims to consolidate critical data for all Lamb Weston growers over the next three years. This will centralize information and allow for the application of advanced analytics to enhance farming practices and establish benchmarks for growers related to their fields and the varieties of potatoes that they plant.

In a collaborative effort with customers, growers, academia and competitors, Lamb Weston participated in development of the **Potato Sustainability Assessment**. This program allows growers to self-evaluate their farming operations against best practices to achieve yield, quality and conservation. This provides active participation by growers and insight into what practices are utilized as well as their potential impact. Index scores ranging from 'Basic' to 'Master' level help growers and Lamb Weston to understand where they rank and what opportunities might exist to improve. A program update to facilitate uniform auditing of the assessment is currently in development and will allow all growers to be uniformly evaluated without numerous, varying standards to contend with.

For the 2013 crop year, **100 percent of Lamb Weston growers completed the assessment;** our growers in each region compared favorably against the general industry averages.

## Promoting Sustainable Agriculture: Potatoes and Tomatoes

As a food company, we have a deep connection to agriculture through the millions of tons of raw ingredients we buy each year. Facing the daunting challenge of feeding a growing global population on less land with fewer inputs, we understand that promoting sustainable agricultural practices in our supply chain is an integral part of our long-term business success.



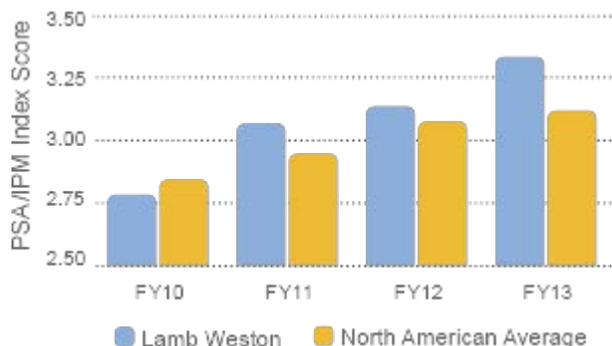
ConAgra Foods focuses sustainable agriculture programs on those crops in which we have a material influence in the U.S. marketplace through direct relationships with growers, focusing primarily on potatoes and tomatoes. Even though these crops require a unique, sustainable strategy, they share some common objectives: preserving soil fertility, conserving water, minimizing chemical inputs and promoting land stewardship.

### Growing Potatoes Sustainably



## Advancing Sustainable Growing Practices

Lamb Weston's growers have made year-over-year improvements on the Potato Sustainability Assessment, performing better than the North America average for the past three years.



We source our tomatoes from California, where more than 95 percent of the United States' and nearly one-third of the world's processed tomatoes are grown.<sup>1</sup> Over the past decade, our growers have installed drip irrigation systems on about 80 percent of contracted acres, improving sustainable farming practices by:

- Enabling growers to install permanent beds and apply conservation tillage practices, **reducing farm equipment fuel use.**
- **Reducing water use by nearly 15 percent** compared to traditional furrow irrigation systems.
- **Reducing nutrient and crop management chemical application rates** due to precise application.

These enhancements enable our growers to plant fewer acres while yielding the same amount of tomatoes. The installation of drip irrigation systems increases the tons per acre by about 30 percent, meaning that without drip irrigation, our growers would have needed to farm an additional 7,000 acres.

<sup>1</sup> California Tomato Growers Association





Case Study

## Exploring Best Practices

Most of our potatoes are sourced from growers in the Pacific Northwest, such as our own Watts Brothers Farms, a 20,000-acre operation with 3,000 acres dedicated to organic farming.



Lamb Weston's vision for sustainable farms and production includes striving to maintain healthy, biologically active soil. We use our farm operation to test best practices and new technologies, such as:

- Scientific irrigation scheduling using aerial infrared photography to improve water efficiency.
- Non-traditional cover and rotation crops as part of an Integrated Pest Management program.
- Closed loop on sustainable farming by using remnants from the on-site vegetable operation as feed for cows at the hormone-free dairy operation. In turn, manure from the dairy facility and water from the vegetable plant are recycled back into the farm.
- In-field moisture monitoring and weather devices for precise irrigation and less subjectivity.

The employees and companies who make the food people eat are becoming every bit as important to consumers as the food itself. Lamb Weston leverages its strength as a leading producer of quality frozen potato, sweet potato and other vegetable products to support sustainable agriculture practices throughout the supply chain. Using satellite imagery, soil probes, plant tissue analysis and other technologies, we use science to enhance farming decisions to achieve greater productivity and resource efficiency. Sustainable agriculture reduces the need for inputs, such as nutrients and pesticides, while optimizing crops per region, per farm, per field.

# Data Summary

<b>Our Business</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
Net Sales <sup>1,2</sup> (millions)	\$17,702.6	\$15,426.6	\$13,331.1	\$12,386.1	\$12,096.8
Net Income <sup>1,2</sup> attributable to ConAgra Foods, Inc.	\$303.1	\$773.9	\$467.9	\$810.7	\$608.0
Diluted Earnings per Share <sup>1,2</sup>	\$0.70	\$1.85	\$1.12	\$1.90	\$1.41
Cash Dividends Declared per Share of Common Stock	\$1.00	\$0.99	\$0.95	\$0.89	\$0.79
Production Facilities	85	109	80	80	80

<b>Our People</b>	<b>FY14</b>	<b>FY13<sup>3</sup></b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
Employees	31,743	34,539	24,306	22,938	24,987
Total Incident Rate	2.20	1.58	1.87	2.21	2.64
Lost-time Rate	0.54	0.41	0.48	0.54	0.66
Turnover Rate	16.8%	18.0%	16.6%	30.7%	17.2%
Diversity					

<b>Employee Statistics</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
Total Number of Employees	31,743	34,539	24,306	22,938	24,987
Salaried Employees (%)	27.63%	27.18%	30.7%	31.3%	29.8%
Hourly Employee (%)	72.37%	72.82%	69.3%	68.7%	70.2%
Hourly Employees Unionized (%)	46.76%	54.76%	61.7%	64.5%	69.7%

## LA1 Total Workforce by Employment Type, Contract and Regions

<b>Employee Status</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
Full-time	31,583	34,371	24,172	22,805	24,755
Part-time	160	168	134	133	232
Temporary	230	305	233	234	261
Based in the U.S. (%)	91.25%	91.67%	94.4%	95.0%	95.5%

## FY13 Turnover Statistics

Percent of total

<b>By Age</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
< 25	46.5%	46.3%	44.3%	57.5%	49.2%
25-40	20.1%	20.7%	18.9%	27.2%	18.9%
41-65	11.3%	12.7%	11.7%	29.3%	12.7%
> 65	32.6%	38.9%	33.9%	69.2%	37.1%
<b>By Gender</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
Female	15.2%	17.1%	14.6%	31.7%	17.0%
Male	17.9%	18.5%	17.5%	30.0%	17.3%

<b>By Ethnicity</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
American Indian/Alaska Native	31.1%	29.6%	20.7%	29.4%	16.4%
Asian	10.1%	12.1%	9.7%	22.0%	10.4%
Black/African American	23.6%	27.6%	25.4%	44.7%	29.6%
Hispanic/Latino	13.4%	15.7%	14.9%	59.7%	22.1%
Native Hawaiian/Other Pac Island	23.7%	20.8%	7.8%	44.9%	18.6%
Not Specified	13.8%	20.3%	36.2%	32.6%	23.4%
Two or more races	46.5%	43.7%	35.8%	37.2%	40.1%
White	17.3%	17.6%	15.9%	18.9%	13.9%

## Diversity

Composition of governance bodies and breakdown of employees per category according to gender, age group, ethnicity and other indicators of diversity.

<b>Women</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
Total Women in Workforce (%)	40.34%	39.77%	37.63%	36.87%	38.22%
Salaried Women (%)	43.59%	43.55%	42.94%	42.78%	42.53%
Women in Management (%)	30.66%	30.24%	26.80%	25.57%	26.05%
<b>Women on Board of Directors (#)</b>					
Non-Employee Directors	2	2	2	2	2
<b>Women on Board of Directors (%)</b>					
Non-Employee Directors	18.2%	20%	20%	20%	20%
New Hires who are Women (%)	39.58%	40.49%	38.54%	31.25%	33.35%

<b>Minorities</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
Total Minorities in Workforce (%)	36.65%	35.79%	34.42%	33.56%	37.70%
Salaried Minorities (%)	13.46%	13.25%	13.08%	12.89%	13.43%
Minorities in Management (%)	10.80%	10.32%	10.12%	9.30%	9.63%
<b>Minorities on Board of Directors (#)</b>					
Non-Employee Directors	2	1	1	1	1
<b>Minorities on Board of Directors (%)</b>					
Non-Employee Directors	18.2%	10%	10%	10%	10%
New Hires who are Minorities (%)	35.43%	35.74%	37.21%	36.54%	36.92%

<b>Breakdown of Minority Groups</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>	<b>FY11</b>	<b>FY10</b>
American Indian/Alaska Native	0.38%	0.29%	0.49%	0.55%	0.56%
Asian	4.73%	4.23%	4.22%	3.87%	3.94%
Black/African American	7.57%	7.65%	7.22%	6.23%	6.47%
Hispanic/Latino	23.22%	22.76%	21.99%	22.54%	26.43%
Native Hawaiian/Other Pac Island	0.28%	0.29%	0.20%	0.13%	0.12%
Not Specified	7.45%	6.51%	3.18%	2.10%	1.48%
Two or more races	0.46%	0.45%	0.31%	0.24%	0.19%
White	55.90%	57.67%	62.40%	64.34%	60.82%

### Breakdown of Age Groups

	FY14	FY13	FY12	FY11	FY10
< 25	5.64%	6.12%	6.05%	5.99%	5.51%
25-40	30.13%	32.39%	34.16%	34.65%	34.25%
41-65	54.49%	59.45%	58.54%	58.25%	59.00%
> 65	2.19%	2.05%	1.25%	1.10%	1.24%

### Our Communities

	FY14	FY13	FY12	FY11	FY10
Total Giving (Cash & In-kind), Corporate & Foundation	\$60,291,462	\$41,284,122	\$33,200,228	\$23,483,778	\$27,917,416
Grants Awarded	362	160	174	187	165
Volunteer Hours	11,700	16,400	10,400	4,200	•

### Our Planet<sup>4</sup>

	FY14	FY13	FY12	FY11	FY10	FY09	FY08
Energy Use <sup>5</sup> (MMBtu)	25,487,233	25,365,532	25,393,310	25,339,489	25,185,825	25,130,561	26,401,564
Greenhouse Gas Emissions - Scope 1 & 2 (metric tons)	2,159,155	2,159,662	2,176,077	2,151,618	2,137,008	2,171,344	2,279,736
Pounds Greenhouse Gas Emissions per Pound of Production	0.301	0.300	0.294	0.296	0.296	0.295	0.305
Greenhouse Gas Emissions - Scope 3 - Downstream Transportation and Distribution (metric tons)	447,671	524,935	546,655	549,639	543,751	552,113	556,630
Water Use (thousand cubic meters)	51,376	54,351	58,138	56,773	54,631	54,705	57,726
Gallons of Water Used per Pound of Food Produced	0.856	0.905	0.942	0.936	0.907	0.890	0.926
Total Waste Generation (tons)	1,473,287	1,370,815	1,338,346	1,403,229	•	•	•
% of Solid Waste Diverted from Landfill	94.1%	93.0%	91.3%	90.9%	•	•	•
Pounds of Waste Generated per Pound of Food Produced	0.186	0.173	0.164	0.175	•	•	•

<sup>1</sup> Amounts exclude the impact of discontinued operations of the Fernando's® operations, the Gilroy Foods & Flavors™ operations, the frozen handhelds operations, the Lightlife® operations and the Medallion Foods operations.

<sup>2</sup> Previously reported amounts have been revised to reflect the impact of a change in accounting method for pension, as discussed in our 2012 Annual Report.

<sup>3</sup> FY13 people metrics includes Ralcorp data; systems were integrated during the fourth quarter of FY13.

<sup>4</sup> Environmental data independently verified by Bureau Veritas for FY11, FY12, FY13 and FY14.

<sup>5</sup> Includes energy used from natural gas and electricity.

<sup>6</sup> Reported Scope 3 emissions include contracted transportation (including truck, rail and intermodal).

• Data not available.

# Reporting Parameters

## Thank you for your interest in ConAgra Foods' 2014 Citizenship Report.

All data in this report cover the company's FY14, which ended May 25, 2014. Our reporting covers all company-owned facilities, as well as select joint ventures where we have operational control, including: Lamb-Weston/RDO (U.S.) and Lamb Weston BSW, LLC (U.S.). This is the first year that ConAgra Foods has included environmental data from the 32 production facilities included in the acquisition of Ralcorp Foods Group and Ralcorp Frozen Bakery Products. As such, we have made baseline adjustments to all reported environmental metrics.

This marks the fourth year that Bureau Veritas North America, Inc., completed an **independent verification** of environmental data included in the Good for the Planet section of this report. Other data included in the report have not been audited by a third party; however, the report does include the best information available through our existing data management systems. Additional information about our company is available on our website, [www.conagrafoods.com](http://www.conagrafoods.com).

In preparing this report, ConAgra Foods followed the **Global Reporting Initiative (GRI) G3** Sustainability Reporting Guidelines, including the Food Sector Supplement, which provide a framework and recommended performance indicators for reporting. We plan to begin transitioning to GRI's G4 guidelines during our FY15 reporting cycle. More information on the GRI initiative is available at [www.globalreporting.org](http://www.globalreporting.org).



# GRI Content Index

Throughout this report, ConAgra Foods has included key performance indicators identified by the Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines and the Food Processing Sector Supplement. A content index showing the specific location of the GRI performance indicators included in this Citizenship Report and ConAgra Foods' 2014 Annual Report is provided below.

● Fully   ● Partially   ○ Not Reported

## + Standard Disclosures: Profile Disclosures

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>1. Strategy &amp; Analysis</b>			
1.1	CEO Statement	●	Letter from CEO, Letter from Vice President of Corporate Affairs
1.2	Description of key impacts, risks, and opportunities	●	Overview - Key Impacts, Risks & Opportunities
<b>2. Organizational Profile</b>			
2.1	Name of the organization	●	ConAgra Foods 2014 Annual Report, 10-K
2.2	Primary brands, products & services	●	ConAgra Foods 2014 Annual Report, 10-K
2.3	Operational structure	●	ConAgra Foods 2014 Annual Report, 10-K
2.4	Headquarters location	●	ConAgra Foods 2014 Annual Report, 10-K
2.5	Countries of operation	●	ConAgra Foods 2014 Annual Report, 10-K
2.6	Nature of ownership and legal form	●	ConAgra Foods 2014 Annual Report, 10-K
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	●	ConAgra Foods 2014 Annual Report, 10-K
2.8	Scale of the reporting organization	●	ConAgra Foods 2014 Annual Report, 10-K
2.9	Significant changes during the reporting period regarding size, structure or ownership	●	ConAgra Foods 2014 Annual Report, 10-K
2.10	Awards received in the reporting period	●	Relevant awards are mentioned in relevant sections throughout our report
<b>3. Report Parameters</b>			
3.1	Reporting period	●	Reporting Parameters
3.2	Date of most recent report	●	Reporting Parameters
3.3	Reporting cycle	●	Reporting Parameters
3.4	Contact point for questions regarding the report or its contents	●	Chris Kircher Vice President, Corporate Affairs & President, ConAgra Foods Foundation
3.5	Process for defining report content	●	Overview - Corporate Citizenship Governance

3.6	Boundary of the report	●	Reporting Parameters
3.7	Any specific limitations on the scope or boundary of the report	●	Reporting Parameters
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	●	Reporting Parameters
3.9	Data measurement techniques and the base of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report	●	Reporting Parameters
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	●	ConAgra Foods did not have any significant re-statements, outside of baseline adjustments due to divestitures and acquisitions
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	●	None
3.12	Table identifying the location of the Standard Disclosures in the report	●	GRI Content Index
3.13	Policy and current practice with regard to seeking external assurance for the report	●	Reporting Parameters

#### 4. Governance, Commitments, and Engagement

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	●	ConAgra Foods 2014 Annual Report, 10-K
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	●	ConAgra Foods 2014 Annual Report, 10-K
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or nonexecutive members	●	ConAgra Foods 2014 Annual Report, 10-K
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	●	ConAgra Foods 2014 Annual Report, 10-K
4.5	Linkage between compensation for members of the highest governance body, senior managers and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	●	ConAgra Foods 2014 Annual Report, 10-K
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	●	ConAgra Foods 2014 Annual Report, 10-K
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics	●	ConAgra Foods 2014 Annual Report, 10-K
4.8	Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental and social performance and the status of their implementation	●	ConAgra Foods Code of Conduct
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles	●	ConAgra Foods 2014 Annual Report, 10-K
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	●	ConAgra Foods 2014 Annual Report, 10-K
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	●	Embedded within our Good for You and Good for the Planet objectives

4.12	Externally developed economic, environmental and social charters, principles or other initiatives which the organization subscribes to or endorses	●	Relevant organizations are mentioned in related sections throughout our report
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> <li>• Has positions in governance bodies;</li> <li>• Participates in projects or committees;</li> <li>• Provides substantive funding beyond routine membership dues; or</li> <li>• Views membership as strategic</li> </ul>	●	Relevant organizations are mentioned in related sections throughout our report
4.14	List of stakeholder groups engaged by the organization	●	Overview - Stakeholder Engagement
4.15	Basis for identification and selection of stakeholders with whom to engage	●	Overview - Stakeholder Engagement
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	●	Overview - Stakeholder Engagement
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	●	Overview - Stakeholder Engagement

## + Standard Disclosures: Disclosures on Management Approach

G3 DMA	Description	Information Reported	Report Section/Link
<b>1. Strategy &amp; Analysis</b>			
DMA SC	Sourcing	●	Supplier Expectations Manual
DMA EC	Economic	●	ConAgra Foods 2014 Annual Report, 10-K
DMA EN	Environmental	●	Good for the Planet
DMA LA	Labor	●	Ethics, Good for the Community
DMA HR	Human Rights	●	Corporate Ethics
DMA SO	Social	●	Good for the Community
DMA PR	Product Responsibility	●	Good for You
DMA AW	Animal Welfare	●	Not applicable

## + Sourcing Performance Indicators

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Across All Aspects of Sourcing</b>			
FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	●	Good for the Planet - Sustainable Agriculture

## + Economic Performance Indicators

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Economic Performance</b>			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments	●	ConAgra Foods 2014 Annual Report, 10-K
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	●	CDP 2014 Investor Questionnaire
EC3	Coverage of the organization's defined benefit plan obligations	●	ConAgra Foods 2014 Annual Report, 10-K

EC4 Significant financial assistance received from government  ConAgra Foods 2014 Annual Report, 10-K

### Market Presence

EC6 Policy, practices and proportion of spending on locally based suppliers at significant locations of operation  Good for the Planet - Supplier Engagement

### Indirect Economic Impacts

EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement  Good for the Community - Our Cause

## + Environmental Performance Indicators

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Energy</b>			
EN3	Direct energy consumption by primary energy source		Good for the Planet - Environmental Management & Compliance, Energy Use & Efficiency; CDP 2014 Investor Questionnaire
EN4	Indirect energy consumption by primary source		Good for the Planet - Environmental Management & Compliance, Energy Use & Efficiency; CDP 2014 Investor Questionnaire
EN5	Energy saved due to conservation and efficiency improvements		Good for the Planet - Environmental Management & Compliance, Energy Use & Efficiency; CDP 2014 Investor Questionnaire
EN7	Initiatives to reduce indirect energy consumption and reductions achieved		Good for the Planet - Environmental Management & Compliance, Energy Use & Efficiency; CDP 2014 Investor Questionnaire
<b>Water</b>			
EN8	Total water withdrawal by source		Good for the Planet - Water Use
EN9	Water sources significantly affected by withdrawal of water		Good for the Planet - Water Risk
EN10	Percentage and total volume of water recycled and reused		Good for the Planet - Water Use
<b>Emissions, Effluents and Waste</b>			
EN16	Total direct and indirect greenhouse gas emissions by weight		Good for the Planet - Our Climate Strategy, Greenhouse Gas Inventory, Energy Use & Efficiency
EN17	Other relevant indirect greenhouse gas emissions by weight		Good for the Planet - Our Climate Strategy, Greenhouse Gas Inventory, Energy Use & Efficiency
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved		Good for the Planet - Our Climate Strategy, Greenhouse Gas Inventory, Energy Use & Efficiency
EN19	Emissions of ozone-depleting substances by weight		Less than 1% of ConAgra Foods total greenhouse gas emissions are derived from ozone-depleting substances (refrigerants)
EN21	Total water discharge by quality and destination		Good for the Planet - Water Use
EN22	Total weight of waste by type and disposal method		Good for the Planet - Journey to Zero Waste
<b>Products &amp; Services</b>			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation		Good for the Planet - Packaging for Sustainability

## Compliance

EN28	Monetary value of significant fines and total number of nonmonetary sanctions for noncompliance with environmental laws and regulations	●	Good for the Planet - Environmental Management & Compliance
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## Transport

EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the work force	●	Good for the Planet - Greenhouse Gas Inventory
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## + Social Performance Indicators

Profile Disclosure	Description	Information Reported	Report Section/Link
<b>Employment</b>			
LA1	Total workforce by employment type, employment contract and region	●	Data Summary
LA2	Total number and rate of employee turnover by age group, gender and region	●	Data Summary
<b>Labor/Management Relations</b>			
LA4	Percentage of employees covered by collective bargaining agreements	●	Data Summary
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lockouts, by country	●	ConAgra Foods has not lost any working time due to industrial disputes, strikes, or lockouts
<b>Occupational Health &amp; Safety</b>			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	●	Good for the Community - Employee Health & Safety
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	●	Good for the Community - Employee Health & Safety
<b>Training and Education</b>			
LA10	Average hours of training per year per employee by employee category	●	Good for the Community - Learning & Development
<b>Diversity and Equal Opportunity</b>			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity	●	Good for the Community - Diversity & Inclusion
<b>Child Labor</b>			
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	●	ConAgra Foods has not identified any operations at significant risk for incidents of child labor
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor	●	ConAgra Foods has not identified any operations at significant risk for incidents of compulsory labor
<b>Healthy and Affordable Food</b>			
FP4	Nature, scope and effectiveness of any programs and practices (in-kind contributions, volunteer initiatives, knowledge transfer, partnerships and product development) that promote healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need	●	Good for You - How We Communicate; Good for the Community - Our Cause
<b>Corruption</b>			
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	●	Corporate Ethics

## Compliance

S08	Monetary value of significant fines and total number of nonmonetary sanctions for noncompliance with laws and regulations	●	Material items would be disclosed in our <a href="#">ConAgra Foods 2014 Annual Report, 10-K</a>
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## Customer Health and Safety

PR1	Lifecycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	●	<a href="#">Good for You - Food Safety &amp; Quality</a>
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	●	<a href="#">Good for You - Food Safety &amp; Quality</a>
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and sugars	●	<a href="#">Good for You - Our Food</a> ConAgra Foods reports the percent of our Consumer Foods portfolio that fits within three clearly defined health and nutrition categories
FP7	Percentage of total sales volume of consumer products, by product category sold, that contain increased fiber, vitamins, minerals, phytochemicals or functional food additives	●	<a href="#">Good for You - Our Food</a> ConAgra Foods reports the percent of our Consumer Foods portfolio that fits within three clearly defined health and nutrition categories

## Marketing Communications

PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship	●	<a href="#">Good for You - Advertising to Children</a>
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## Compliance

PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services	●	Material items would be disclosed in our <a href="#">ConAgra Foods 2014 Annual Report, 10-K</a>
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