

# Transforming how the world is nourished.

2021 Corporate Social  
Responsibility Report



 **Ardent Mills.**

*Nourishing what's next.™*



**“Ardent Mills® is a company founded on the principle of *nourishing what’s next*®. While this year was challenging, we have remained steadfast in our commitment to our customers, consumers, team members and communities.”**



Dan Dye, **Ardent Mills CEO**

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Throughout this report, the following icons express how a topic relates to our three pillars:

**Key**

-  Sustainability
-  People
-  Nutrition



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# Being Ardent



**Ardent Mills® is committed to transforming how the world is nourished.**

As the premier flour-milling and ingredient company, we cultivate the future of plant-based solutions to help our customers and communities thrive. We operate in more than 35 locations specializing in wheat flour, quinoa, pulses and organic and gluten-free products, as well as emerging nutrition in plant-based ingredients. Our holistic portfolio empowers us to meet the complex needs of customers today, while focusing on the growing needs of tomorrow's consumer.

Deeply rooted in communities throughout North America, we operate in the United States, Canada and Puerto Rico with company headquarters in Denver, Colorado. We employ more than 100 certified millers and support thousands of local jobs—helping our people, our customers and families everywhere flourish.

**Employing more than 100 certified millers, supporting thousands of local jobs.**





# A message from our CEO



Ardent Mills® is a company founded on the principle of **nourishing what's next**®. While this year was challenging, we have remained steadfast in our commitment to our customers, consumers, team members, and communities. COVID-19 has tested us all, but while navigating this new reality and its impacts, we have continued to nurture others through innovative and nutritious grain-based solutions.

The Ardent Mills values—**trust, serving, simplicity and safety**—continue to strongly guide us. We stepped up in our communities to help mitigate the impacts of the virus whenever possible through service, food, monetary donations and more. I am deeply touched by the dedication and resilience of our team members. When Ardent Mills was formed, we set out with the mission of enhancing the quality of life and standard of health—this past year is yet another example of how we live this mission every day.

Furthermore, our bold spirit of innovation has allowed us to help transform how the world is nourished—bringing sustainable thinking to everything we do. Our corporate social responsibility program folds two important initiatives together: protecting and caring for the environment and supporting our communities.

In this report, we are pleased to share our progress and demonstrate how we partner with team members, customers, communities, suppliers and vendor partners to create a better, brighter world. We look forward to continuing to develop our program and positively impact the lives of many. At Ardent Mills, social responsibility is our way of doing business.

Dan Dye, **Ardent Mills CEO**



Left to right: Tualatin bread panning. CEO Dan Dye in our Innovation Center.

# Our year in corporate social responsibility



## REGENERATIVE AGRICULTURE



**Enrolled  
37,480 acres**

across Idaho and Kansas in regenerative agriculture programs intended to improve soil health and conserve water

In 2021, Ardent Mills® officially launched its regenerative agriculture program in partnership with

**Nutrien**  
Ag Solutions™

## FOOD INSECURITY

**Raised \$200k  
(800k meals)**

for the

**FOOD  BANK  
OF THE ROCKIES™**

Raised an additional \$68,992 in funds across North America for food banks, pantries and other nonprofits

## GREENHOUSE GAS REDUCTION



We aspire to eliminate air leaks in our production facilities, reducing energy waste

- ✓ We **completed** surveys of all our facilities
- ✓ We **corrected** all identified major errors

Donated over

**60,000  in products** 



## RESPONSIBLE SOURCING



✓ Maintained our third year of membership to the Roundtable on Sustainable Palm Oil (RSPO)



Third consecutive year of supply chain audit certification on mass balance use of responsibly sourced palm oil (RSPO)



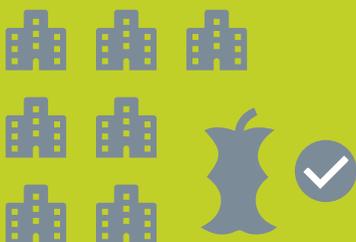
**Sourced 97.8% of palm oil products sustainably**



**Sourced 100% SFI-certified packaging** for all of North America

## REDUCING WASTE

Launched a pilot organic waste diversion program in seven facilities



## RENEWABLE ENERGY

**23.36% of our entire network is powered by renewable energy sources\***

✓ Expanded our renewable energy program goal to include Canada



\*Percentage calculation reflects directly sourcing of renewable energy and retaining related renewable energy credits (RECs), participation in community solar projects and purchase of replacement RECs.



# About this report



**Ardent Mills® is a responsible steward of the environment and the people we impact within our communities.**



This report provides information about Ardent Mills' corporate social responsibility and sustainability activities and performance during fiscal year 2021 (June 1, 2020, through May 31, 2021). The content in this report covers our focus areas and includes data from the facilities we own (or lease) and operate. Read more about our corporate social responsibility and sustainability initiatives at

[ardentmills.com/about/corporate-social-responsibility](https://ardentmills.com/about/corporate-social-responsibility)



*Left to right: Farmer inspects quinoa at Andean Naturals in Bolivia. Ron and Mason Rabou of Rabou Farms, Inc., Wyoming.*

# Our commitment to the United Nations Sustainable Development Goals



The United Nations Sustainable Development Goals is a voluntary framework with 17 global goals designed to accelerate advancement toward a more sustainable world. Ardent Mills® has aligned our practices with these goals and identified three key areas where we believe we can make the greatest impact. These include **zero hunger, responsible consumption and production and climate action.**



To achieve these goals, our corporate social responsibility work focuses on three pillars: Sustainability, People and Nutrition. **Sustainability** focuses on being a responsible steward of the environment, **People** serves to provide tools and resources to people and communities to help lead our industry into the future, and **Nutrition** seeks to improve access to nutritious, grain-based solutions locally, nationally and globally.



FOCUS AREA	GOAL BY 2025*	FY21 PROGRESS
<p><b>Regenerative agriculture</b></p> <p>Reinforce sustainable practices with farmers to protect land for future generations.</p>	<p>✓ <b>Enroll 250,000 acres by end of 2021</b></p>	<ul style="list-style-type: none"> <li>• 37,480 acres enrolled across Idaho and Kansas</li> <li>• Expanded partnership and geographies with Nutrien Ag Solutions</li> </ul>
<p><b>Access to nutrition</b></p> <p>Make nutritious products available to those in need; combat food insecurity.</p>	<p>✓ <b>Donate \$300,000—equivalent to 1.25 million meals per year</b></p> <p>✓ <b>Donate 100,000 pounds of food per year</b></p>	<ul style="list-style-type: none"> <li>• Raised \$200,000—equivalent to 800,000 meals—for the Food Bank of the Rockies</li> <li>• Raised \$68,992 in additional funds across North America for food banks, pantries, and other nonprofits</li> <li>• Donated over 60,000 pounds of product in April 2021</li> </ul>
<p><b>Air leak surveys</b></p> <p>Eliminate air leaks at production facilities across our network to reduce greenhouse gases.</p>	<p>✓ <b>Correct 100% of air leaks identified</b></p>	<ul style="list-style-type: none"> <li>• Completed surveys of all facilities</li> <li>• Corrected all major errors</li> </ul>
<p><b>Organic material waste diversion</b></p> <p>Eliminate and divert waste going into landfills.</p>	<p>✓ <b>Ensure all locations have organic material waste diversion programs in place</b></p>	<ul style="list-style-type: none"> <li>• Successfully launched pilot program in seven facilities</li> </ul>
<p><b>Responsible Sourcing</b></p> <p>Procure sustainably sourced palm products through credible global standards; source packaging made from Sustainable Forestry Initiative (SFI) certified paper.</p>   <p>9-2470-18-000-00</p>	<p>✓ <b>Source 100% of palm oil sustainably</b></p> <p>✓ <b>Have 100% SFI-certified packaging</b></p>	<ul style="list-style-type: none"> <li>• Sourced 97.8% of palm products sustainably</li> <li>• Maintained third consecutive year of RSPO membership</li> <li>• Achieved third consecutive year of Supply Chain Audit certification on mass balance use of responsibly sourced palm oil</li> <li>• Sourced 100% SFI-certified packaging for all of North America</li> </ul>
<p><b>Renewable energy procurement</b></p> <p>Invest in clean energy sources to power our network.</p>	<p>✓ <b>50% of U.S. electricity usage powered by renewable energy</b></p> <p>(including directly sourced and purchased Renewable Energy Credits)</p>	<ul style="list-style-type: none"> <li>• 23.36% of all electricity will be powered by renewable sources (once all contracted projects are online and necessary RECs are secured)</li> <li>• Expanded goal to include Canada</li> </ul>
<p><b>Maximizing loads on outbound trucks</b></p> <p>Safely maximize fills to legal capacity; increase loads and minimize total trips.</p>	<p>✓ <b>Maximize fill percentage across our operations</b></p>	<ul style="list-style-type: none"> <li>• Implemented new online reporting system to give visibility to frontline team members to better manage fill percentages</li> <li>• Instituted review and response practices in daily facility meetings to reinforce maximized loads</li> </ul>

\*Unless otherwise noted

Pictured: Ardent Mills® volunteers prepping bags and handing out food at a drive.

# Creating a better world for future generations



**We seek to protect the long-term viability of our food system and supply chain. We partner with our farmers, suppliers and customers to ensure a clean, green world for future generations.**

## Regenerative agriculture

In 2021, Ardent Mills® officially launched its regenerative agriculture program in partnership with Nutrien Ag Solutions. The program is designed to strengthen the soil ecosystem and help producers improve their farms' productivity and profitability.

**Our vision:** To create a more sustainable future for crop production by ensuring highly productive and profitable farmland, improving soil health, and conserving water.

**Our commitment:** To enroll 250,000 acres of spring and winter wheat into our program by the end of 2021. To date, we have enrolled 37,480 acres of spring and winter wheat into our program.

## Program Details

We focus on regenerative agriculture through a farming program that increases organic matter content, nutrient density, and water infiltration, while also measuring and tracking these initiatives. Practices that support these outcomes may include:

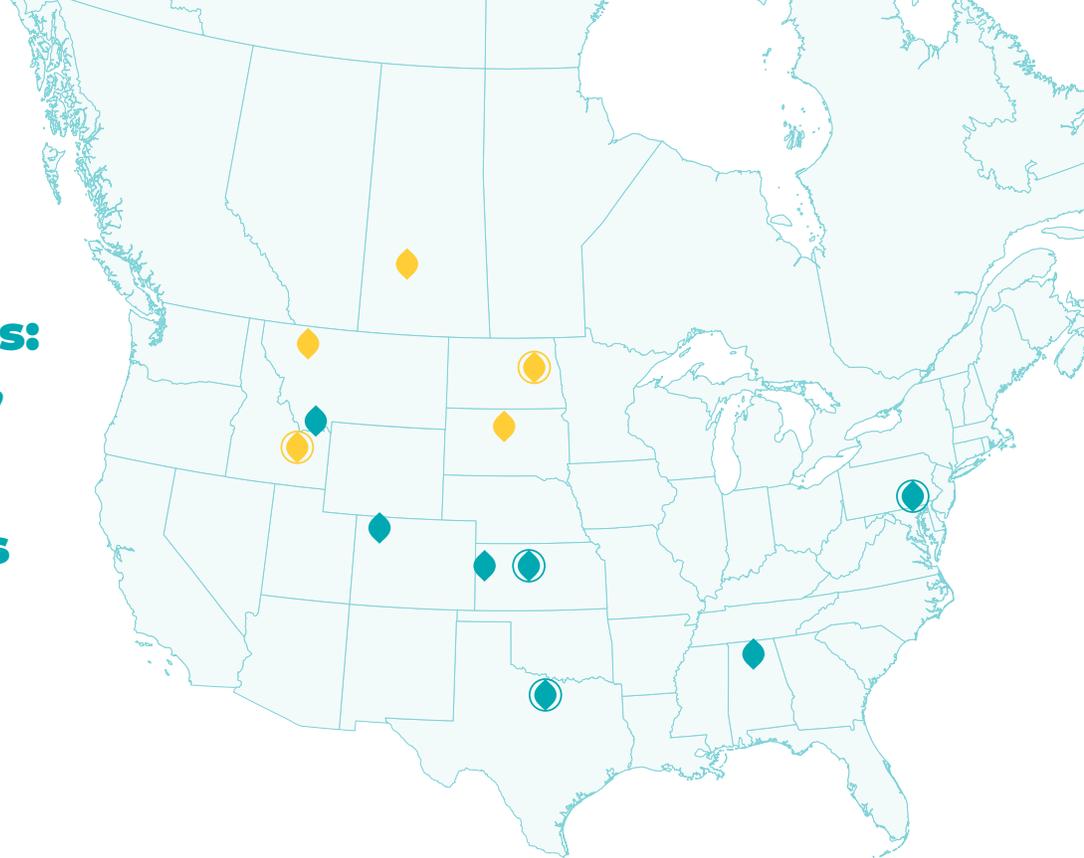
- ◆ Cover crops
- ◆ Increased crop rotations
- ◆ Reducing tillage
- ◆ Rotational grazing
- ◆ Companion cropping

Currently, we operate regenerative agriculture programs in nine key geographies across the United States and Canada. Our long-term goal is to establish projects in almost every region where we source our raw commodities. This will allow us to better nourish the communities where we operate and help ensure a sustainable crop supply for the future.



## Program geographies: 2 countries, 12 growing areas, 150 growers

- ◆ Spring wheat
- ◆ Winter wheat
- Includes solution strip trial



### Renewables

In last year's report, we shared our goal to have our U.S. operations be 50 percent powered by renewable energy by 2025. This year, we are excited to revise that goal to include our Canadian operations. We are working diligently to achieve this goal through a mix of projects including:

- ◆ **Directly sourcing renewable energy and retaining project-specific renewable energy credits (RECs)**
- ◆ **Engaging in community solar projects**
- ◆ **Purchasing replacement RECs to support green claims (we only purchase RECs to support our 50 percent goals when necessary)**

We have made great strides in our renewable energy program. **At the end of the 2021 fiscal year, 23.36 percent of our total operations will be powered by renewable energy**—once all contracted projects are operational. Here is a little more about the makeup of our portfolio:

### Existing Utility Programs

The municipalities in which our Canadian facilities are located heavily utilize renewable energy. In fact, 63.8 percent of our Canadian operations are powered by renewable energy sources due to the existing grid power supply mix—overall representing 5.16 percent of our total usage. We are actively seeking ways to increase this percentage and lessen our usage of fossil fuels.

In Minnesota and Colorado, the Xcel Certified Renewable Percentage (CRP) program certifies that 22 percent of the power supplied is renewable in Colorado and 23.3 percent in Minnesota. Based upon the community mills we have in applicable municipalities, we have 2.81 percent of our total usage covered by CRP programs. To contribute to this percentage, we subscribed to community solar programs in these states. We also participate in a utility program at our Yuba City, California, location to purchase RECs equating to 100 percent of our usage through our existing power provider. This makes up .05 percent of our existing usage.

## Community Solar

We have multiple ongoing community solar projects in Minnesota. This year, we added two more partnerships with our mills in Albany, New York, and Ayer, Massachusetts. Once these gardens are online and the replacement RECs are purchased, this will make up 1.84 percent of our total usage.



## Project-specific RECs

Our projects in Kansas and Texas represent important components of our portfolio. Our Kansas project is online and producing RECs, and our Texas project is scheduled to be online by the publishing of this report. After a full year of operation, these projects will make up 13.5 percent of our total usage.

## Zero-waste highlight: Ardent Mills® Innovation Center

With the majority of our functional team members working remotely, we saw our once bustling headquarters office all but empty—except for our frontline Ardent Mills Innovation Center (AMIC) team members.

These team members continued to come into our Denver office to ensure product quality. This year, our AMIC team also reimaged how they approached waste.

The team saw the mostly empty office as an opportunity to rethink how to optimize the space for recycling and composting. Led by passionate team members, they undertook and finished numerous projects. Some highlights include:

- ♦ **Educating team members on waste streams and what can and cannot be recycled**
- ♦ **Evaluating our sampling process to ensure bag and product requirements are the correct size**
- ♦ **Conducting a four-month waste audit of all bins and looking for alternate ways to dispose of tough-to-recycle items**

Upon completion of these integrated workstreams, the team diverted on average of almost 95 percent of waste from the landfill. They also gained valuable insights and knowledge that they are actively sharing with other facilities and offices.





Left to right: Engineers finish connections on a solar array. Ardent Mills Innovation Center and AMIC frontline team members.

**“Ardent Mills® works to provide development and engagement opportunities for the next generation of agri-business professionals, promote inclusion and diversity in the agriculture space and empower our people to meaningfully contribute.”**



# Our continued response to the COVID-19 pandemic



As the world continues to face the unprecedented impact of the COVID-19 pandemic, Ardent Mills® remains steadfast in our commitment to limit the spread of the virus and ease the related economic hardships faced by the communities where we live and work.

Guided by Ardent Mills' values, we undertook significant initiatives to support our team members, customers, consumers and communities. We continue to find meaningful ways to address the ongoing crisis, and we are proud of how our Ardent Mills family has stepped up and supported one another during these challenging times.

To learn more about what Ardent Mills is doing in response to the COVID-19 pandemic, please visit

[ardentmills.com/news/continued-response-to-the-coronavirus-covid-19-global-pandemic](https://ardentmills.com/news/continued-response-to-the-coronavirus-covid-19-global-pandemic)



# Creating a place at the table for everyone: diversity, equity and inclusion



At Ardent Mills®, we want every team member to be their authentic selves and to have every possible opportunity to succeed. We are committed to providing an environment of mutual respect and equity, where each person is comfortable being themselves and is valued for being unique.



We ardently believe that diverse backgrounds, experiences and viewpoints lead to new ways of thinking and innovating. That's why we formally launched our Diversity, Equity, and Inclusion (DEI) program.

**Our mission: Lead our industry toward a more inclusive, diverse and equitable environment in which all belong.**

## Q&A with Ron Burke, Diversity, Equity and Inclusion Lead

### *Why are DEI objectives important to Ardent Mills?*

DEI is essential because it ensures that all team members are included, that they belong and that their voices are heard. This reinforces Ardent Mills' Promise for a consistent culture and experience for all team members. It also pushes Ardent Mills to have diverse and innovative thought leadership and prepares Ardent Mills to meet customer needs today and into the future. We need to reflect on our changing customer base and communities. More and more customers ask about our





DEI initiatives and commitments. We must be ready to do the right thing for all Ardent Mills® team members and customers.



*Ron Burke, Diversity, Equity and Inclusion Lead*

**What is Ardent Mills doing in this space?**

This year, we formally launched our DEI program, aimed at leading our industry towards a more inclusive, diverse and equitable environment. To start, we

will focus on five key goals where we believe we can have the most impact:

1. **Leadership:** We formed a DEI Council that will encourage leadership action as it relates to DEI.
2. **Belonging:** We will provide space and comfort for team members to be themselves.
3. **Unconscious Bias (UB):** We will strive to educate our organization and members on the way biases influence our work, how we challenge assumptions and counteract UB, and how to actively reshape our thoughts and opinions.
4. **Career Development:** Opportunities will not be limited to some; we will empower our team members to leverage the tools, resources and trainings to become their best and ensure that our selection processes are fair, equitable and unbiased.

5. **Conversation:** We will empower our business to openly talk about DEI—the challenges faced, the realities of life and the wins and successes we share. Tools and comfort will be available, as we know the topics that lead to growth can often be challenging.

These specific areas will bring a stronger focus on how DEI can be felt, observed and actioned across Ardent Mills® to elevate our business results and culture of innovation and success.

*What is the DEI Council?*

The DEI Council is a group of Ardent Mills team members made up of volunteers from our facilities and corporate support functions. These members are tasked with helping bring Our Promise to life and advising leadership on all things regarding DEI. The council will work to support our employee resource groups, which include:

- ◆ **BEAM—Black Excellence at Ardent Mills**
- ◆ **Spectrum—Ardent Mills LGBTQ+ Team Member Resource Group**
- ◆ **WOW—Women of Wheat**
- ◆ **WIT—Women in Technology**
- ◆ **MVAM—Military Veterans at Ardent Mills**

We are always considering new groups to support our team members and help support our DEI goals.

*What's in the future for DEI at Ardent Mills?*

There are three initiatives that the DEI Council is focused on in its first year:

1. **Organization learning and development**
2. **Hiring practices**
3. **Requirements of our customers and vendor partners**



We will be successful as a company when we can bring our full selves to work, we all feel like we belong and our voices are heard. This is only the beginning of our DEI journey, and we're excited to grow and learn every year.

**Project Elle**

Project Elle provides improvements to our locker rooms, breakrooms and restrooms using 5S/Pristine principles and ensuring an inclusive space for all. Our goal: to have our operating facilities and office locations be held up to the “Elle Standard” and ensure our team members feel valued.



In the 2021 fiscal year, we completed two projects. At our Newton facility, we upgraded the elevator breakroom, locker room and restroom. And at our Colton facility, we created a women's locker room and restroom.

**And we are not stopping there—Ardent Mills® secured funding for this initiative for the next 10 years.**

Next year, we have nine planned projects at our facilities in Omaha, Nebraska; Kenosha, Wisconsin; Port Allen, Louisiana; York, Pennsylvania; Montreal, Canada; Ogden, Utah; Lake City, Minnesota; Commerce City, Colorado; and Martin's Creek, Pennsylvania.



*Left to right: Members of Women of Wheat, one of Ardent Mills' resource groups. Before and after photos of the women's locker room and restroom in Colton, California.*

# Shaping the next generation



We provide tools and resources to our people and communities to help lead our industry into the future. We're proud to partner with these incredible organizations:

## Our partnerships



NATIONAL  
FFA ORGANIZATION



BOYS & GIRLS CLUB  
METRO DENVER



Agriculture Future of America

## Fostering innovation in food and agriculture

Ardent Mills® has proudly partnered with the Agricultural Future of America (AFA) since our formation. AFA's mission is to build bridges for young leaders to foster engagement and innovation in food and agriculture. One way they accomplish this is through AFA Leaders Conference. At this conference, undergraduate students engage in professional and peer networking, programmatic conversations, an "Opportunity Fair" and more.

**Ardent Mills was proud to sponsor 10 students, which allowed them to access the event at no cost.** Ardent Mills team members also presented on a variety of panels and hosted a booth.

Since the beginning of our partnership, **Ardent Mills has given over \$165,000 to sponsor 60 students.** We look forward to growing our partnership with this incredible organization.



# Community highlights



**We empower our people to meaningfully contribute by sharing their time and knowledge in their communities. Here are highlights of a few of the important initiatives our team members have taken on.**

## Making holiday wishes come true

Ardent Mills and the Boys & Girls Clubs of Metro Denver have been working together since the beginning of Ardent Mills. This year, we were honored to participate in the Boys & Girls Clubs Winter Wish Drive for the fourth consecutive year.



The Winter Wish Drive gives families the opportunity to have holiday celebrations full of light. This year, the response and desire from our team members to give back was overwhelming. **Forty-one team members across Ardent Mills provided 100 gifts for 50 Boys & Girls Clubs members.** Each of the children received two gifts from their wish list, as well as coats, gloves and other essential

items. With many local families impacted by wildfires in the area, these essential gifts were critical in helping them have the necessities they lost. We look forward to participating in next year's Winter Wish Drive.



## Facility highlight: Ogden

In February, the Ogden team hosted a competitive canned food drive with great success—**donating 600 lbs. of food.** Building on that success, the team wanted to do something similar for our April Month of Service—so they created a competition to see which team could collect the most diapers and wipes to donate to the local food bank.

Teams were divided by departments, and instantly, a friendly competition was on. Point totals were based on items donated. After an intense final count, the Lab and Pack team emerged victorious and donated the most diapers and wipes! **Together, Ogden donated over 2,500 diapers, 13,000 baby wipes and 450 pull-ups for Catholic Community Services of Utah.**



**Over 2,500 diapers, 13,000 wipes and 450 pull-ups were donated**





*Left to right: Department teams team tally donations. A farmer partnering with Ardent Mills pauses harvesting wheat in the field. 27*

# We are the trusted partner in nurturing our customers, consumers and communities



**Ardent Mills® is committed to improving access to nutrition solutions for communities locally, nationally and globally. We are here as a trustworthy leader and resource.**

### Stepping up for heart health

Throughout the pandemic, we partnered with various organizations to find the best ways to engage virtually with our communities. This year, we stepped up our commitment with the American Heart Association to become the official sponsor of the Denver American Heart Association’s Heart Challenge.

This event series educates the public around heart health and includes two key events: the Heart Walk and Field Day. As part of the event, we held a four-week network-wide challenge focused on heart health. Team members raised donations and even got their friends and family involved for a good cause. **Our Denver team raised over \$14,000 to support critical heart research.** This was one of our biggest events ever in terms of participation, and most importantly, it was done safely during the pandemic!

### Fighting hunger and feeding hope

The Food Bank of the Rockies is an organization that truly leaves a lasting impression on the lives of many. Their mission is to help families thrive by efficiently procuring and distributing food



and essentials to the hungry. They have been fighting hunger and feeding hope since 1978.

Since our formation, Ardent Mills has hosted an annual Charity Golf Tournament to support this important cause. While we were not able to gather in person this year, we organized an incredible virtual half-day charity event. We saw tremendous attendance and support from our supplier partners, and **together we raised \$200,000 dollars in donations and helped provide 800,000 meals for the Food Bank of the Rockies.**

### Facility highlight: Wichita

Every year, our facility in Wichita, Kansas, holds a giving drive. This year, the facility partnered with the ICT Community Fridge Project, an organization dedicated to stocking fridges and pantries for those in need in the local community.

To spur team member engagement, Wichita Assistant Plant Manager Rebecca Benoit created a contest that challenged different departments to give back. Teams faced off and gathered non-perishable food items and other essentials such as toiletries and hygiene products. When someone contributed, their team earned points. The prize for the winning team? A cool \$2,500 to donate to the local nonprofit of their choice.

At the end of the competition, the maintenance team secured the win and donated to four different nonprofit organizations in the community including food pantries, animal rescue missions and a children's disabilities charity.

Here's to our Wichita team for going above and beyond!

### Partners in Food Solutions (PFS)

We are proud to be a part of Partners in Food Solutions, a nonprofit organization that is working to improve food security, nutrition and economic development in Africa by linking the expertise of leading food companies with emerging food companies in Africa. Through our partnership, Ardent Mills® team members



*Pictured: The Wichita, Kansas, team celebrates their contest win.*

share their skills and expertise with these companies remotely and help address some of the world's greatest food challenges.

We believe in nourishing what's next and serving our local and global communities.

**Since the start of our partnership, 86 Ardent Mills® team members have contributed more than 4,500 hours to 87 different clients across 11 countries in Africa and helped produce millions of safer, more nutritious and affordable servings of food.**



*Pictured: PFS volunteer Alex Nelson.  
Dan Dye, CEO, volunteering with PFS.*



*Pictured: Andean Naturals farmer holds quinoa in Peru.*

Learn more online:

 [ardentmills.com/about/corporate-social-responsibility](https://ardentmills.com/about/corporate-social-responsibility)

We welcome your comments and questions about the contents of this report. Please contact us at:

[info@ardentmills.com](mailto:info@ardentmills.com)



*Nourishing what's next.*