



“At Cargill, everything begins with our purpose to nourish the world in a safe, responsible and sustainable way”

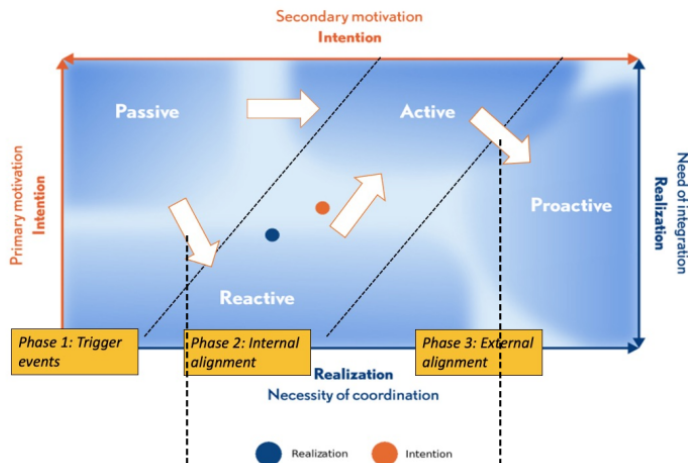
Founded in 1865  
+150.000 employees  
Active in 70 countries



Head quartered in Minnesota, US

Environmental: ensure the most sustainable food supply chains in the world **Action** Respect legislation  
Social: **Promote and respect human rights** **Action** community wellbeing  
Economic: report regularly **Action** Executive Team

CSR<sub>1</sub>



**Bear 1**  
Overcoming denial



**Bear 2**  
Collaborative mindsets

Trigger events can lead to a push towards the reactive phase<sup>2</sup>. **Trigger events** for Cargill have included the following<sup>3,4</sup>:

- Food contamination (2000)
- Protest employees poor working conditions (2018)
- Deforestation (2019)

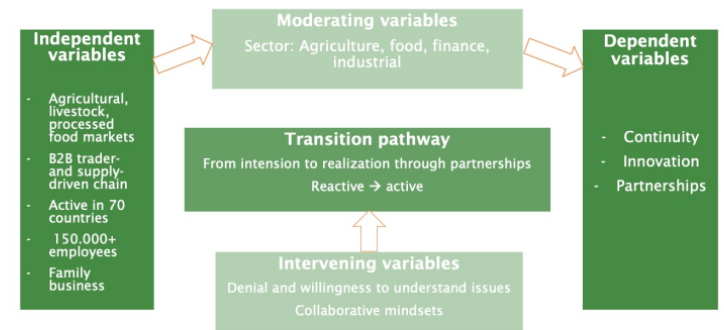
Trigger events

Cargill has been called **the worst company ever** in 2019 by Mighty Earth partly because of its denial.<sup>5</sup> In the report it was stated that “Cargill presents itself as frustrated with deforestation, as though it were some externality they have no control over, like bad weather. But deforestation isn’t something that’s happening to Cargill, it’s something that Cargill is doing.” Denial at Cargill must stop if they want to move the whole company beyond the passive stage.

Whereas the company does promote collaborations, Cargill’s innovation departments are still focused outside-in, which means that the company is absorbing findings from outside, but not fully sharing their knowledge with the outside-world.<sup>6</sup> To achieve higher levels of ICR, and to become more collaborative, not only must the mindsets of Cargill’s employees change, but it must also be able to adapt to the differences between the company and partners<sup>7</sup>. Cultural, administrative, geographic and economic differences should be considered and acted upon. Accordingly, tripartite partnerships, consisting of civil society, the private and public sector, should be established to reach full potential from partnerships.<sup>8,9</sup>



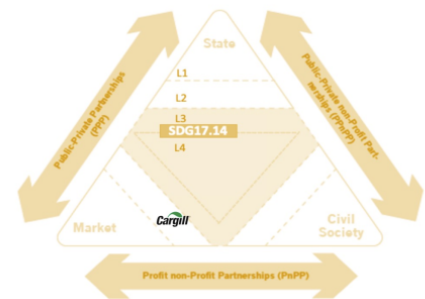
Cargill is a family company that provides food, agricultural, financial, and industrial products.<sup>10</sup> From the better business scan, it becomes clear that Cargill predominantly takes on a reactive attitude towards international corporate responsibility (ICR).<sup>11</sup> However, there is an intention-realization gap in the company’s practices: Cargill claims to be more active than they actually are. To overcome this gap, and to **move the whole company to the next phase** through the capabilities route, Cargill needs to approach some challenges. Some of these include the continuity of the firm, innovating and the creation and enhancement of partnerships. Through collaborations, the company will engage in the improvement of all three challenges.<sup>12, 13</sup> Therefore, this poster focusses on how Cargill can improve their partnerships to reach higher levels of international corporate responsibility.



Cargill has included **sustainable development goals (SDGs)** in its strategy related to partnerships (SDG17). The SDGs displayed here are focused on the creation of community wellbeing. Cargill’s targets for 2030 include zero incidents of child labor and one million families benefitting from the services of the Cargill.<sup>14</sup> SDG 17 is a **wicked problem**. Therefore, tripartite partnerships are essential<sup>9</sup>.

**Societal triangulation & wickedness**

Cargill is positioned at level 2, focusing on corporate social responsiveness and minimizing their externalities. Creating and maintaining partnerships however is a **wicked problem** that needs attention from all actors in order to approach the challenge. Accordingly, Cargill needs to be engaged as well and move towards an attitude focused on the highest level of CSR, namely corporate societal responsibility.<sup>9</sup>



**Industry challenges**

Cargill faces a diverse set of challenges specific for each industry. Some of these are related to sustainability, others to the market dynamics in general.

| Food <sup>15</sup>     | Agriculture <sup>16</sup> | Finance <sup>17</sup>   | Industrial <sup>18</sup> |
|------------------------|---------------------------|-------------------------|--------------------------|
| Packaging              | Biodiversity loss         | Eliminate data breaches | Skilled labor shortage   |
| Plant-based innovation | Water use/emissions       | Keep up with technology | Resource shortage        |

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