

# SNACKING MADE RIGHT

2022 ESG REPORT



# MAKING SNACKING RIGHT FOR EVERYONE

From giving your parent their favorite chocolates to giving yourself a satisfying treat, from sharing biscuits with your buddies to halving pastries with your partner – around the world, in all kinds of ways, snacking is part of our daily lives. And at Mondelez International, we love to make snacking right for everyone. This is what motivates us, day-in-day-out, all around the world.

*Cadbury Dairy Milk* chocolate, *OREO* cookies, *7 Days* croissants, and more – these are just some of the beloved chocolate, biscuits and baked snacks brands we provide that bring millions of people moments of enjoyment, satisfaction, and meaning – time and time again.

Guided by our purpose to empower people to snack right, and our ambition to build a more sustainable snacking company, we take a strategic long-term approach as we work to meet our environmental, social and governance (ESG) goals. We call this Snacking Made Right, offering the right snack, for the right moment, made the right way.

This is not only the right thing to do; it is core to our continued growth and success and integral to our long-term growth strategy. Successful companies create value for the world at large. To this end, as a global snacking leader, we work to reduce our impact on the environment, have a positive impact on our customers and communities, and conduct ourselves in an ethical, purposeful, and inclusive manner.

As you'll see in this report, in 2022 we took some big steps forward on our Snacking Made Right journey. For example, we launched the next phase of our signature Cocoa Life sourcing program, which will see an additional \$600 million investment through 2030, bringing the total to \$1 billion since the start of the program in 2012.

Looking ahead, we aim to further sharpen, amplify and accelerate our Snacking Made Right impact across the key areas of sustainability; diversity, equity and inclusion (DE&I); and well-being, with a focus on more sustainable snacking, more empowered colleagues and communities, and more Mindful Snacking.

This is a great growth story, with sustainability, empowerment and well-being at its heart. For us, Snacking Made Right and growth go hand-in-hand. So much so that sustainability was elevated to one of the four core growth pillars of our Vision 2030 strategy during 2022, alongside growth, execution, and culture.

We share the story so far in this Snacking Made Right annual report – summing up our strategic approach, our focus areas and goals, and our current progress as we continue to live our purpose to empower people to snack right.

We hope you enjoy the report. It aims to show how we bake more sustainable growth into our business, and how we continue to improve on the recipe to make it better and better.

## Our Commitment To ESG Reporting

This annual Snacking Made Right Report is part of our wider goal to provide transparent and measurable information for our stakeholders on our goals, policies, initiatives, and programs through ESG reporting. To ensure we keep enhancing our reporting to meet evolving requirements around the world, in 2022 we enhanced our internal procedures and controls on ESG Reporting Standards. This process provides enhanced clarity for our reporting as we continue to focus on keeping our stakeholders informed of our ongoing journey to make snacking right.



SNACKING  
MADE  
RIGHT  
Mondelez  
International

**Snacking Made Right is the lens through which we determine our environmental, social and governance (ESG) priorities to deliver on our mission of leading the future of snacking by offering the right snack, for the right moment, made the right way.**

**We have a clear and distinctive approach to environmental and social matters aligned to our business strategy. Our approach is informed by our understanding of the issues that are significant to our business and to the communities we touch, and in turn by the priorities we have set for ourselves along our value chain.**

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# CHAIRMAN & CEO LETTER



**Dirk Van de Put**  
Chairman & CEO, Mondelez International

I am proud to say that our chocolate, biscuits, and baked snacks brands continue to bring more and more moments of enjoyment, satisfaction and meaning to millions of people around the world. This is an ongoing good growth story. A story that has at its heart our enduring purpose to empower people to snack right, and our renewed strategic focus on achieving greater sustainable growth so that we deliver our vision: to be the global snacking leader, winning in chocolate, biscuits and baked snacks.

We are working together to achieve our vision at a time of considerable change and challenges – from the war in Ukraine to rising inflation and economic uncertainty around the world, from climate change to nature loss. It is an increasingly tough world in which to make snacking right. Yet at the same time, it is also a world where the demand for snacking right continues to grow. As our 2022 State of Snacking report shows, 71% of consumers said that they snack at least twice a day, and they are looking for ways to snack more mindfully.

So there are many challenges and many opportunities for us here at Mondelez International, and indeed for all our stakeholders, and we remain resolutely focused on driving more sustainable growth – prioritizing and accelerating to achieve this growth.

As this report shows, our strategic commitment to Snacking Made Right is fundamental to our more sustainable growth. It is our way of determining our environmental, social and governance (ESG) priorities and delivering on our mission of leading the future of snacking by offering the right snack, for the right moment, made the right way.

As we continue confidently into our second decade as a responsible, high-growth, pure-play global snacking company, we are prioritizing key areas of Snacking Made Right, so we can help drive innovative, more sustainable growth the right way for people and the planet. With that in mind, sustainability now follows growth, execution, and culture as the fourth pillar in our long-term business strategy, Vision 2030.

We are focusing on more sustainable snacking – more sustainable sourcing of key ingredients, lowering climate impact, respecting human rights, and reducing packaging waste.

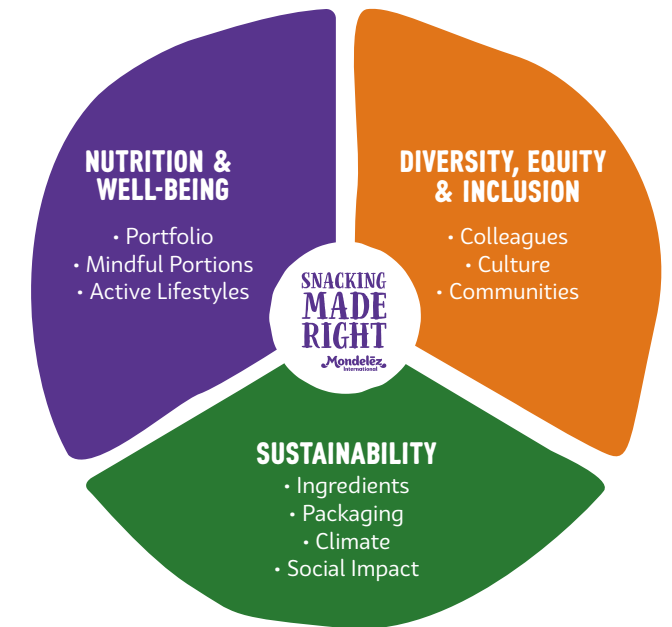
We are building our pool of deep and diverse talent, making strong progress in our global diversity, equity and inclusion ambitions for our colleagues, culture, and communities.

We are evolving our portfolio to meet a range of consumer nutrition and well-being choices, while promoting mindful portions and active lifestyles.

And as with every core aspect of our business, we remain focused on strong ESG governance, with oversight from the Board of Directors (Board) and leadership from the top. We are also committed to enhancing our transparency and reporting – to increase understanding, share in achievements, and encourage greater collaboration.

Collaboration among stakeholders is critical. As this report highlights, beyond what we are doing as a company, we are partnering a great deal with others to together make snacking right – and we can continue to do a great deal more, too. I look forward to many more years of us making snacking right together, as we seek to have an ever-greater positive impact for people and the planet.

**Dirk Van de Put**  
Chairman & CEO,  
Mondelez International



**"As we continue confidently into our second decade as a responsible, high-growth, pure-play global snacking company, we are prioritizing key areas of Snacking Made Right, so we can help drive innovative, more sustainable growth the right way for people and the planet."**

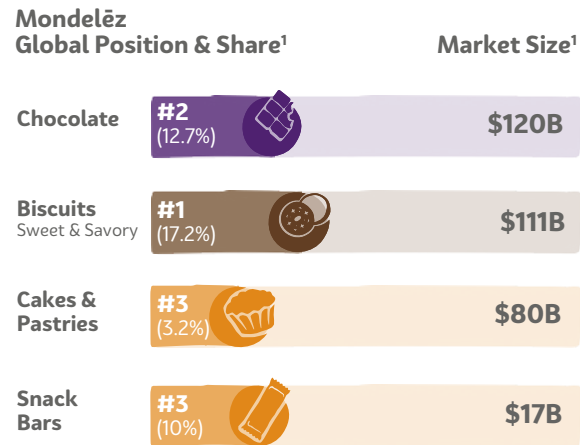
# ABOUT US

## 2022 HIGHLIGHTS

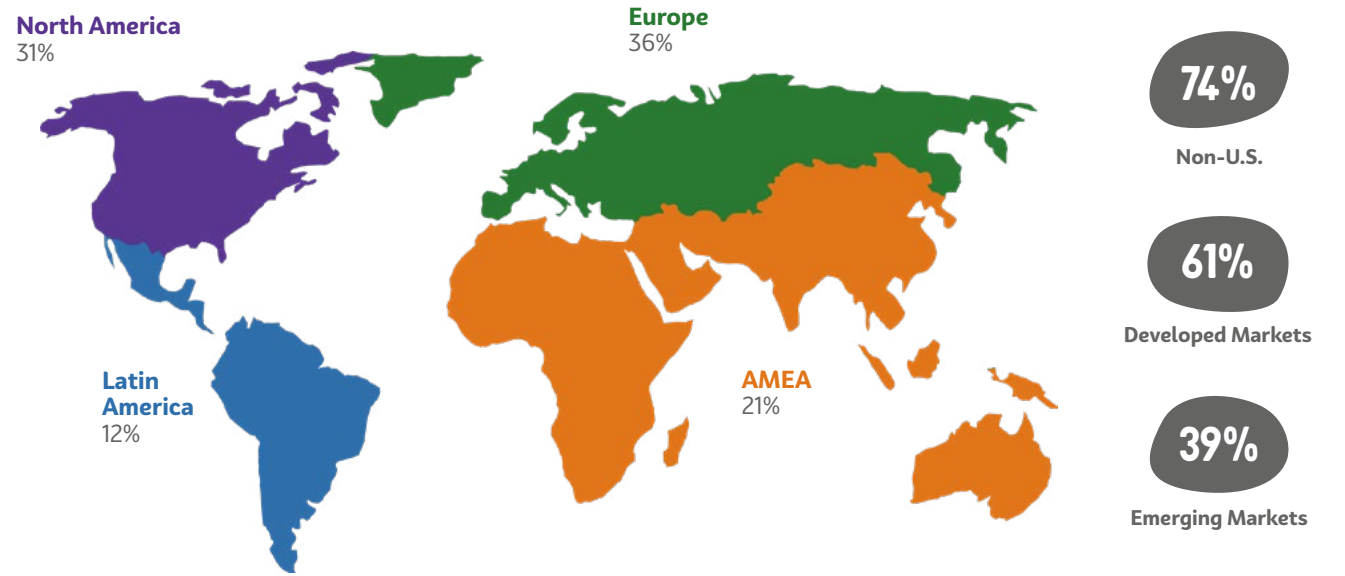
### Leading the Future of Snacking

As one of the world's largest snack companies, we live and breathe snacks – and we want to make that world right for people and the planet.

### Strong Positions in Our Core Snacks Categories, Significant Room to Grow



### Net Revenues by Region



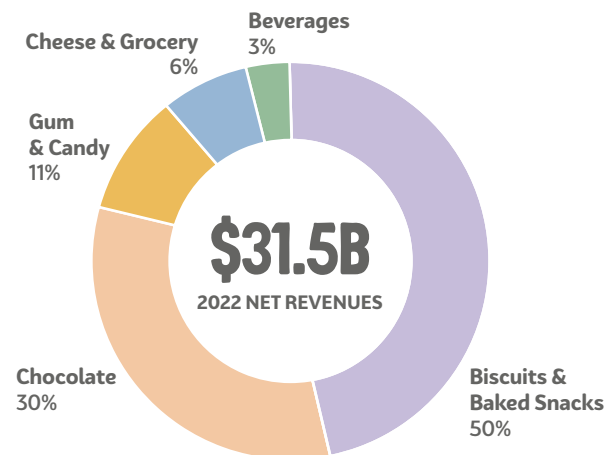
### Our Reach

We aim to be the global leader in snacking and also have a strong local presence.

**~91K** Our approximately 91,000 employees bring our brands to life every day by making and baking our delicious products.

**150+** Our products are enjoyed in over 150 countries around the world, and we have operations in approximately 80 countries.

### Net Revenues by Category



### Our Brands

We aim to deliver a broad range of delicious, high-quality snacks that nourish life's moments, made with more sustainably-sourced ingredients and delivered in packaging that more consumers can feel good about. Our portfolio includes snacking brands such as Milka, Lacta, Cadbury, Cote D'Or and Toblerone chocolate; OREO, 7 Days, Clif Bar, Kinh Do, LU, Ritz, Nabisco and Chips Ahoy! biscuits and baked snacks.

Our brands span five product categories:

- Biscuits & baked snacks (including cookies, crackers, salted snacks, snack bars and cakes & pastries)
- Chocolate
- Gum & candy
- Beverages
- Cheese & grocery



<sup>1</sup> Reported information includes acquisitions/ventures globally announced in 2021 or earlier. Source Euromonitor

# OUR PURPOSE

We are driven by our purpose, mission and values.

**Our purpose** is to empower people to snack right.

**Our mission** is to lead the future of snacking by offering the right snack, for the right moment, made the right way.

**Our values** guide how we make snacking right. Across Mondelez International around the world, we all strive to:

- Love our consumers and our brands
- Grow every day
- Do what's right

To live up to our purpose, fulfill our mission, and deliver on our long-term business growth strategy, we focus on four strategic priorities:



## GROWTH

Accelerating  
Consumer-centric Growth

- Investing in our global & local brands
  - Channel expansion
- Meet diverse & evolving consumer snacking demands
- Marketing & sales excellence

Find out more on page [66](#).



## EXECUTION

Driving Operational  
Excellence

- Consumer-centric supply chain
- Continuous cost improvement
- Boost digital commerce & accelerate digital transformation

Find out more on page [69](#).



## CULTURE

Building a Winning  
Growth Culture

- Local empowerment & accountability
  - Invest in diverse and talented workforce
- Agile, digital, local consumer-centric

Find out more on page [51](#).



## SUSTAINABILITY

Scaling More  
Sustainable Snacking

- More sustainably sourced key ingredients
- Reduce waste and promote recycling
  - Reduce end-to-end environmental impact

Find out more on page [30](#).

# OUR APPROACH

We have a clear and distinctive strategic approach to Snacking Made Right, which empowers us to help drive innovative, more sustainable business growth the right way for people and the planet.

## Prioritizing For Greater Impact

We align our Snacking Made Right strategy to our business strategy. We focus where we believe we can make a bigger difference and deliver greater long-term positive impact.

Our strategy and goals in addressing our key focus areas are central to supporting our growth around the world and creating long-term value for both the business and our stakeholders. To this end, we are striving toward innovative, lasting solutions that tackle root causes and are both significant and scalable.

And we are dedicated to measuring, reporting on and increasing our impact.

We know we can't tackle the challenges and achieve the impact we seek on our own, which is why we work in collaboration with partners, external advisors, regulators, shareholders, and other stakeholders as we focus on increasing our long-term positive impact and supporting the needs of the planet, our consumers, our colleagues, and our other stakeholders.

## Ensuring Strong Governance

We have a comprehensive governance structure that provides strong oversight of our ESG efforts. Our Board oversees our ESG-related risks, strategy, progress, alignment with purpose, stakeholder interests and strategic risks and opportunities, and reviews progress and challenges on evolving our growth culture and our diversity, equity and inclusion (DE&I) goals. Specific responsibilities are delegated to our Board committees, which are composed solely of independent directors. The Governance, Membership and Sustainability Committee oversees our ESG policies and programs.

Management is responsible for the day-to-day management and oversight of our critical sustainability programming and strategy development, in addition to regular progress reviews.

We take a disciplined approach to our sustainability initiatives and we aim to be transparent and proactive about our progress. We track, report on, and hold management accountable for achieving our goals, and we include ESG goals in our annual compensation plan for executives.



## INCREASING OUR POSITIVE IMPACT

To build a more sustainable snacking company, we focus on the following key areas where we believe we can make a bigger difference and deliver greater long-term positive impact.

Our strategy and goals in addressing our key focus areas are central to supporting our growth around the world and creating long-term value for both the business and our stakeholders. By focusing our efforts in these areas, we can help drive more sustainable business growth and deliver meaningful progress in achieving our ambition to reduce our environmental impact and empower people and communities.

## INGREDIENTS

We develop signature sourcing programs across key raw materials, including cocoa, wheat, and palm oil, to help build greater end-to-end resilience in these supply chains.

## PACKAGING

We aim for less and better packaging and improved systems to support our goal of a more circular pack economy.

## SOCIAL IMPACT

We promote human rights across our value chain and help to enable empowered and inclusive communities.

## CLIMATE

We help combat climate change through science-based targets, using natural resources end-to-end more efficiently and renewably.

## DIVERSITY, EQUITY & INCLUSION

We champion diversity, equity and inclusion for our colleagues, culture, and communities.

## CONSUMER WELL-BEING

We empower consumers with contemporary well-being options and choices, Mindful Snacking habits, and portion control.

## EMPLOYEE WELL-BEING

We build a culture that focuses on the safety, physical, and mental well-being of our colleagues.

# PRIORITY ISSUES

We are committed to focusing where we believe we can make a bigger difference and deliver greater long-term positive impact. We go about this in a disciplined and determined way.

Since 2012, we have worked with internal and external advisors to review the impact of major environmental and societal issues on our business and shape our strategic response and action plans. We consider the materiality of these issues to our business.

We validate our long-term targets and associated action plans with external advisors. We also consider perspectives from our ongoing engagement with shareholders and other stakeholders, and we actively engage with multiple ESG ratings organizations and indices as we advance our disclosure and promote transparency.

This two-way dialogue with key stakeholders informs our ESG approach, which defines our assessment of the environmental and social issues most significant to us.

Processes and materials that guide our ESG strategic planning and ongoing assessment include our Enterprise Risk Management (ERM) process that we use for identifying, assessing, prioritizing, mitigating, and monitoring risks; external analysis of stakeholder, and regulatory issues; the greenhouse gas (GHG), land and water footprint of our total company; consumer insights data; and publicly available data on societal issues, including statistics and reports from government authorities, non-governmental organizations (NGOs), and peer companies.



## WE FOCUS OUR EFFORTS ON THE AREAS OF HIGHEST PRIORITY.

The social and environmental issues that we believe are among those that are material to building a successful sustainable snacking company include:



### SAFETY

Promote the safety of our people and products.



### SUPPLY SECURITY

Focus on key agricultural commodities and social challenges in the supply chain, including more sustainable agriculture and human rights management within our signature programs for cocoa and palm oil and operations.



### ENVIRONMENTAL FOOTPRINT

Reduce environmental impact across our operations, supply and communities, including our primary ingredients, product packaging, and manufacturing.



### CONSUMER WELL-BEING

Support well-being through portfolio enhancements, Mindful Snacking messaging, and community partnerships.



# ESG PRIORITIES

We want to make snacking right for everyone our business touches — from the farmers and communities we work with to source key ingredients through to the consumers who enjoy our snacks. To this end, we prioritize so we can have a bigger, better impact – faster.

Building on our 2025 goals, we have set clear 2030 goals on the path to pursue bold 2050 ambitions. It is our way of turning the volume up on our vision to lead the future of snacking and make the most of our potential to have a bigger positive impact as we continue to grow.

Our strategic focus areas, goals, and ambitions map to the areas of our business that account for greater opportunity to make a positive lasting impact on the environment and communities we touch. They are also aligned to what we believe is significant to our long-term business success.

By focusing our efforts in these areas, we can help drive more sustainable business growth and deliver meaningful progress in pursuing our ambition to reduce our environmental impact and empower people and communities.

## SELECT ESG GOALS<sup>1</sup>

### Ingredients

# 100%

By 2025, 100% of the cocoa volume for our chocolate brands sourced through Cocoa Life. By 2022, 100% wheat volume needed for Europe business biscuits production grown under Harmony charter.

### Diversity, Equity & Inclusion

# 2x

Double representation of women in executive leadership (defined as Mondelēz Leadership Team +1) roles by 2024 (2018 base of 18%). Double U.S. Black representation in management by 2024 (2020 base of 3.2%).

### Climate

# ↓10%

By 2025, reduce end-to-end CO<sub>2</sub>e emissions by 10%, reduce absolute water usage in priority sites by 10%, and reduce food waste in internal manufacturing sites by 15%, over 2018 base.

### Mindful Portions

# 100%

Up to 100% of our net revenue through Mindful Portion Snacks, those in either individually wrapped mindful portion serving sizes or with mindful portion labeling on pack.

### Packaging

# 100%

By 2025, 100% of packaging designed to be recyclable. By 2025, 5% reduction in virgin plastic, and 25% reduction in virgin rigid plastic, over 2020 base.

### Supplier Diversity

# \$1B

Spend \$1 billion with minority and women owned businesses by 2024.

### Social Impact

# 100%

By 2025, Child Labor Monitoring & Remediation Systems cover 100% of Cocoa Life communities in West Africa.



<sup>1</sup> You can find additional detail on our ESG goals under "Our ESG Progress" on pages 10 and 11 of this report.

# OUR ESG PROGRESS

We aim to regularly and transparently report our progress.

	2025 Goals	2022 Performance	Progress
<b>Snacking More Mindfully</b>	Up to 100% of our net revenue through Mindful Portion Snacks, those in either individually wrapped mindful portion serving sizes or with mindful portion labeling on pack <sup>1</sup>	45%	On track
<b>More Sustainable Snacking</b>	<b>Ingredients:</b> 100% cocoa volume for chocolate brands sourced through Cocoa Life by 2025 <sup>2</sup>	80%	On track
	<b>Ingredients:</b> Maintain 100% Palm Oil volume Roundtable on Sustainable Palm Oil (RSPO) certified <sup>3</sup>	100%	On track
	<b>Ingredients:</b> 100% cage free eggs globally by 2025 excluding Russia & Ukraine (Russia to be determined & Ukraine by 2027) <sup>4</sup>	43%	In progress
	<b>Ingredients:</b> Dairy supply sourced from suppliers with formal animal welfare standards <sup>5</sup>	73%	On track
	<b>Ingredients:</b> 100% wheat volume needed for Europe business biscuits production grown under the Harmony charter by 2022	98%	Within Target
	<b>Environment:</b> 10% end-to-end CO <sub>2</sub> e emissions reductions by 2025 (vs. 2018) <sup>6</sup>	In progress	On track
	<b>Environment:</b> 10% CO <sub>2</sub> e emissions reductions across our manufacturing operations by 2025 (vs. 2018)	-25%	On track
	<b>Environment:</b> 10% absolute water usage reduction in priority sites by 2025 (vs. 2018) <sup>7</sup>	-14%	On track
	<b>Environment:</b> 15% food waste reduction in internal manufacturing sites by 2025 (vs. 2018)	-25%	On track
	<b>Environment:</b> 50% food waste reduction from distribution by 2025 (vs. 2018)	-58%	On track
	<b>Packaging:</b> 100% packaging designed to be recyclable by 2025 <sup>8</sup>	96%	On track
	<b>Packaging:</b> 5% reduction in virgin plastic by 2025 (vs. 2020) <sup>8</sup>	-1.5%	On track
	<b>Packaging:</b> 25% reduction in rigid virgin plastic by 2025 (vs. 2020) <sup>8</sup>	7%	On track
<b>Packaging:</b> 5% recycled plastic content by 2025 <sup>8</sup>	1%	On track	
<b>Colleague &amp; Community Well-being</b>	<b>Social:</b> 100% manufacturing sites completed SMETA audit within the past 3 years <sup>9</sup>	62%	On track
	<b>Social:</b> 100% prioritized supplier sites completed SMETA audit in past 3 years <sup>10</sup>	87%	On track
	<b>Social:</b> Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 <sup>11</sup>	74%	On track
	<b>DE&amp;I:</b> Double U.S. Black representation in management percentage by 2024 (2020 base of 3.2%) <sup>12</sup>	5.5%	On track
	<b>DE&amp;I:</b> Double representation of women in executive leadership (defined as MLT+1) roles by 2024 (2018 base of 18%) <sup>13</sup>	40%	On track
	<b>DE&amp;I:</b> Spend \$1 billion with minority and women owned businesses by 2024 <sup>14</sup>	\$510M	On track
	<b>Workplace Safety:</b> Severity and Total Accident Rate (TAR): Continued focus to reduce severity 1 safety incidents to zero	3%	In progress

You can find additional detail on our ESG goals under "Our ESG Progress" on the [following page](#) of this report.

# OUR ESG PROGRESS

	2025 Goals	2022 Performance	Progress
<b>Snacking More Mindfully</b>	Up to 100% of our net revenue through Mindful Portion Snacks, those in either individually wrapped mindful portion serving sizes or with mindful portion labeling on pack <sup>1</sup>	45%	On track
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	<b>Ingredients:</b> Maintain 100% Palm Oil volume Roundtable on Sustainable Palm Oil (RSPO) certified <sup>3</sup>	100%	On track
	<b>Ingredients:</b> 100% cage free eggs globally by 2025 excluding Russia & Ukraine (Russia to be determined & Ukraine by 2027) <sup>4</sup>	43%	In progress
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	<b>Workplace Safety:</b> Severity and Total Accident Rate (TAR): Continued focus to reduce severity 1 safety incidents to zero	3%	In progress

<sup>1</sup> This goal is new and combines and replaces historical goals relating to Portion Control Snacks and snacks with Snack Mindfully portion icon on pack. This goal measures the percentage of net revenue that comes from products that are either individually wrapped mindful portion serving sizes (<200 calories) or have a mindful portion label/information on pack. This information includes biscuits and baked snacks, chocolate, and candy, and does not include *Halls* products, semi-final products not sold to consumers, bulk products for wholesale, beverages, meals, gums, seasonal or festive products, licensing/royalty revenue, private label products and products with small printable areas.

<sup>2</sup> Goal and reported information for cocoa volume sourced is based on a mass balance approach, which means that the equivalent volume of cocoa needed for the products sold under our chocolate brands is sourced from the Cocoa Life program.

<sup>3</sup> Excludes palm oil procured by third-party external manufacturers & co-packers for use in manufacturing Mondelez International finished goods.

<sup>4</sup> Goal and reported information excludes Russia and Ukraine (Russia to be determined and Ukraine by 2027). Excludes eggs procured by third-party external manufacturers & co-packers for use in manufacturing Mondelez International finished goods. The term "egg(s)" means egg(s) produced by hens (female chickens).

<sup>5</sup> Excludes materials procured by third-party external manufacturers & co-packers for use in manufacturing Mondelez International finished goods.

<sup>6</sup> In the reporting year 2022, we have recalculated our base year, 2021 and 2022 inventory following the GHG Protocol Corporate Standards. For more details, please see the Carbon Accounting Manual In 2021, Mondelez International announced its goal to reach net zero emissions by 2050 as part of the Business Ambition for 1.5°C campaign. In 2023, we plan on submitting our new emission reduction targets to the Science Based Targets initiative (SBTi) for independent validation. As part of the recent re-baseline event as well as new SBTi guidelines we are in the process of updating our goal boundaries.

<sup>7</sup> Priority sites are defined as sites that are located in a high or extremely high water risk zone defined as of 2021. This metric is measured in accordance with our internal Water Supply Management Health Safety and Environment System for priority sites.

<sup>8</sup> Reported information covers the period from November 1, 2021 through October 31, 2022.

<sup>9</sup> Excludes closed manufacturing sites.

<sup>10</sup> Prioritized supplier sites are defined as Tier-1 Direct material supplier sites, and excludes suppliers that are not registered on Sedex, have not yet received a risk score or received a risk score other than High Risk, or have not yet made audit results available to Mondelez International.

<sup>11</sup> Reported information for the period from January 1, 2022 to December 31, 2022 includes a community as covered by CLMRS if the work of identifying children, if any, in or at risk of child labor has been completed by the end of the year, even if any appropriate remediation and post-remediation follow-up occurs in the following year. CLMRS data is provided by third parties. Includes Ghana, Cote d'Ivoire and Nigeria.

<sup>12</sup> Management is defined as Director and above. Reported information against our Black management representation goal in the U.S. includes acquisitions/ventures in the U.S., which were announced in 2021 or earlier, and is based on self-identification by employees for diversity and inclusion metrics. The Company's representation goals are aspirational in nature; Mondelez International will continue to hire and promote the best qualified candidates through employment practices that are consistent with applicable laws.

<sup>13</sup> Reported information includes acquisitions/ventures globally, which were announced in 2021 or earlier, and is based on self-identification by employees for diversity and inclusion metrics. The Company's representation goals are aspirational in nature; Mondelez International will continue to hire and promote the best qualified candidates through employment practices that are consistent with applicable laws.

<sup>14</sup> Reported information for the period from January 1, 2022 to December 31, 2022 includes actual spend rather than spend attributed to invoices (as in prior years), and includes the following acquisitions: Chipita, Enjoy Life Foods, Give & Go, Perfect Foods, Tates, and EPTA America-7 Days (which were not included in prior years). The term "minority" in this year's reporting includes individuals with disabilities, LGBTQ+, and veteran-owned businesses (which were not included in prior years).

# HIGHLIGHTS OF OUR REGIONAL PROGRESS



## LATIN AMERICA SUSTAINABILITY

### Collaborating to Preserve and Restore Landscapes in Brazil

At Cocoa Life Brazil, we are partnering with olam food ingredients (ofi), Partnerships for Forests (P4F) and The Nature Conservancy (TNC) Brazil to help restore landscapes and improve livelihoods through cocoa-based agroforestry systems in the Brazilian Amazon. Also, we are developing the project Sustainable Agroforestry Production of Cocoa in the Amazon and Atlantic Forest, a partnership with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, funded through the develoPPP programme on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

Our innovative hub-based partnership includes using private capital for technical assistance to help increase smallholders' cocoa production and unlocking rural credit for cocoa agroforestry. Farmers from municipalities in Pará State have adopted cocoa agroforestry on degraded areas and help restore one of the most critical tropical ecosystems to productivity.

The Agroforestry Hub provides training to farmers on how to restore degraded pasturelands into cocoa agroforestry systems, and how to align aspects of land preparation and management, seedling production, forest restoration and tree planting. The Restoration Hub works with farmers to align with the Brazilian Forest Code, by providing support to implement adequacy measures. The Rural Credit Hub aims to simplify rural credit application frameworks in partnership with banks, to fast-track credit approval for cocoa agroforestry cultivation and restoration. It also provides support in agreements with the bank and assists farmers with credit applications.

Building on learnings and insights from this pilot, we are working with partners to scale the approach to new areas.

## NORTH AMERICA DIVERSITY, EQUITY & INCLUSION

### Championing Gender Equity in Sport

Our recently acquired *Clif Bar & Company (Clif Bar)* is working with VOICEINSPORT Foundation to champion equal access to sport for women and girls across the U.S. Twice as many girls drop out of sport compared to boys by age 14 in the U.S., according to the Women's Sports Foundation (WSF) Teen Sport Report, 2018. And according to the National Federation of State High School Associations (NFHS) for 2018-2019, there are 1.13 million fewer opportunities in sport for high school girls than boys in the U.S.

Established in 2020, VOICEINSPORT Foundation is dedicated to closing the opportunity gap in sports as well as supporting women at all critical developmental moments of their sports journey such as breast development, menstruation, and psychological development.

*Clif Bar* is proud to support VOICEINSPORT Foundation in hosting in-person and virtual Title IX trainings across the U.S. to help girls and women understand their rights under the landmark law guaranteeing equal access to sport for girls. Additionally, *Clif Bar* will support establishing VOICEINSPORT Foundation chapters on state college campuses across the country for women and girl student athletes to access educational resources, gain leadership training, and network with women leaders in their area.

## EUROPE NUTRITION & WELL-BEING

### Helping Increase Young People's Understanding of Mindful Snacking

In Romania, we are supporting an education project to help increase young people's understanding of the importance of healthy eating habits (what and how we eat), being mindful and eating with intention and attention. The project is led by NGO Asociatia Suta la Suta Romanesc in partnership with ANPC (National Authority for Consumers Protection) and School Inspectorates.

This project focuses on key issues, including: choosing the right snack by reading and understanding precisely the information provided on the label; the importance of developing lifelong healthy habits by understanding the key concepts and adopting a balanced nutrition through right choices; and developing skills that support the adoption of consistent healthy eating habits to help improve health and well-being.

To date, the project has involved more than 5,500 high school teenager participants and more than 170 coordinating teachers from approximately 55 high schools across Romania.

## AMEA SOCIAL IMPACT

### Turning Plastic Waste Into Construction Materials

In India, we have supported women led NGO, Hasiru Dala, for Project Wealth out of Waste Boards (WoW) that aims to transform multi-layered plastic packaging waste into construction materials. Wealth out of Waste Boards (WoW Boards) uses technology from a female-led start-up, TrashCon, in India. Since 2021, we have been supporting a waste picker managed centre with a capacity for handling 600 MT/year plastic waste. At the centre, the MLP waste is repurposed to make WOW Boards. In 2022, more than 100 units of desk and benches made out of WOW Boards were provided to 4 schools. These WOW boards have also been demonstrated for two other use cases for making roof of worker shed and benches in parks.

# GOING FURTHER, FASTER



**Christine Montenegro McGrath**  
SVP, Chief Impact & Sustainability Officer,  
Mondelez International

At Mondelez International, we believe our ESG agenda helps to drive growth, create value and make our business more resilient. It is why we have made sustainability the fourth pillar of our long-term business strategy, Vision 2030, alongside growth, execution, and culture.

As a global snacking leader, our ambition is to make snacking right in a world facing many different challenges, including climate change, nature-loss, worker welfare, and plastic waste, among others. To take on these challenges and deliver our sustainable growth ambition, we focus on the issues that are important to us, our consumers, and the world. This intensified and accelerated focus is at the heart of how we intend to achieve our sustainability vision of creating a future where together people and the planet thrive – by leading where we matter most and driving change where the world needs it most.

Building on our 2025 public goals, we have bold and targeted long-term ambitions that help us focus, accelerate, and scale our efforts. It is our way of turning the volume up on our aim to lead the future of snacking and make the most of our potential to have a bigger positive impact as we continue to grow.

In particular, we are focused on more sustainably-sourced cocoa and wheat, two core ingredients at the heart of our much-loved snacks. Over the first 10 years as a company, we have scaled our signature programs, Cocoa Life and Harmony wheat, helping hundreds of thousands of farmers to build stronger farming businesses and more resilient communities and landscapes. We see reduced or near zero deforestation on or closely around Cocoa Life farms in West Africa and we've pioneered innovative financial incentives to help farmers restore forests. Harmony has cultivated biodiversity, specifically millions of bees and butterflies, alongside its wheat fields for many years long before it was on-trend. Looking ahead, we're proud of the recent announcements we've made to further invest in our expanded 2030 ambition for Cocoa Life and Harmony wheat.

We are also putting a longer-term focus on working toward net zero carbon and reducing packaging waste by supporting a circular packaging economy. We're capturing the carbon reductions Cocoa Life and Harmony provide as part of our net zero roadmap. On packaging, we moved to an innovative soft plastic using 30% recycled plastic in our *Cadbury Dairy Milk* wrappers in Australia and the UK.

While we are driving change in our own business, we know the challenges are systemic and cannot be solved by any one company alone. Multi-stakeholder coalitions are critical to achieve the systems transformation that is needed. We are actively leading key coalitions and sharing our data and learnings to develop new solutions in collaboration with peer companies.

We are also very aware of the criticality of good governance underpinning our ESG work, including the need for transparent disclosures and reporting. As the requirements in this area continue to evolve, we continue to enhance our systems and processes.

I hope you find the progress and learnings from this year's Snacking Made Right report informative and inspiring. Above all else, what I am most proud of is the passion and perseverance of my Mondelez International colleagues around the world who have worked tirelessly to deliver these strong results. Together, we are creating a world where people and the planet thrive.

**Christine Montenegro McGrath**  
SVP, Chief Impact & Sustainability Officer,  
Mondelez International

**"Building on our 2025 public goals, we have bold and targeted long-term ambitions that help us focus, accelerate, and scale our efforts."**

## LONG-TERM AMBITIONS

Creating a Future Where People and Planet Thrive

### Ambition:

Lead where it matters most and drive change where the world needs it most

### Strategy:

More sustainably-sourced cocoa and wheat by helping build resilient landscapes and communities

### Distinctive Approach:

Invest in innovative, lasting solutions that tackle root causes and are scalable



# MORE SUSTAINABLE SNACKING

Understanding and improving our impact on the environment and its systems is important for the long-term growth and success of our business and for all our stakeholders. To make snacking more sustainable, we strive to understand risks and their potential impact, focus on opportunities to lead where we matter most, and drive change where the world needs it most. We set goals in these areas – and add new ones over time – to enhance our ambition, impact and delivery at scale.

**-25%** CO<sub>2</sub>e emissions reductions across our manufacturing operations by in 2022 (vs. 2018)

**39%** In 2022, 39% of the electricity used in our manufacturing sites was renewable, compared to 32% in 2021.

**96%** In 2022, 96% of our packaging was designed to be recyclable, on track for our goal of 100% by 2025.

**Key focus areas include, among others, helping to build resilient landscapes; taking action on climate change by reducing our carbon emissions; managing our water and waste as effectively as possible; making our packing light and right so it is better for both people and the planet; and sourcing our key ingredients more sustainably, so that we can keep making the snacks people love and help to promote social sustainability and prosperity in the communities our business touches.**

**In short, more sustainable snacking is an immense and important task – one we are embracing holistically and wholeheartedly, to drive ever-greater long-term positive impact for people and the planet.**



# RESILIENT COMMUNITIES

For greater long-term positive impact on people and the planet, we focus on helping to create the resilient landscapes that are the bedrock of more sustainable snacking.

We take a broad, interconnected view of resilience – one that includes and links our environmental goals to reduce carbon emissions, our leadership in sourcing ingredients more responsibly, and our commitment to social sustainability and human rights across our value chain. All the different elements can and must reinforce each other. Indeed, our ingredient sourcing programs are where most of the work of our carbon emissions reductions and social sustainability efforts live. So as part of our signature sourcing programs for our key ingredients such as cocoa and wheat, we work hard toward more resilient landscapes, communities, and robust human rights to provide lasting economic, environmental, and social benefits for the communities involved.

## Taking Climate Action

For several years we have been on a path to reduce our carbon emissions, and in 2022, we continued to move forward in deepening our understanding of our carbon footprint and doing more to reduce it. We're taking an end-to-end approach – from field to shelf – to work towards our long-term net zero carbon emissions goal by focusing our efforts across key areas.

Find out more on pages [17](#).

## Reducing Deforestation

We are working to reduce deforestation in our supply chain. We know this is important in order to address global climate change and protect the local ecosystems that farmers need to grow sustainable raw materials.

Our Lifecycle Assessment (LCA) helps to shape our priorities and goals. Insights indicated that deforestation within our supply chain represents the largest single contributor to our carbon footprint. Insights indicated that deforestation within our supply chain represents the single largest contributor to our carbon footprint. Data from our 2022 LCA show the contribution to Mondelez International's total CO<sub>2</sub>e emissions from certain 'forest-risk' commodities to be:

**Cocoa:** 5,900,000 metric tonnes

**Oils:** 2,107,000 metric tonnes

**Dairy:** 6,427,000 metric tonnes

But we cannot win the fight against deforestation alone. Action by individual companies needs to be scaled up to cover whole sectors, landscapes and countries. So, we support and encourage the sector-wide approach the Consumer Goods Forum is pioneering for a #forestpositive future, one where suppliers adhere to consistent practices across their business models and land use is optimized across sectors with the support of producer governments. We are striving to make an impact at scale and transparency is at the core of our approach.

Of the materials we source, cocoa and palm are the largest direct contributors to deforestation – we therefore advocate for systemic action that goes beyond our supply chain to drive change across the sector as a whole.

With respect to cocoa, deforestation is just one of a complex set of interrelated environmental, economic and social problems faced in cocoa communities, and we understand that ending deforestation is complex. As we develop solutions to help tackle deforestation, we also remain vigilant to avoid potential unintended, harmful consequences such as lost livelihoods or abuses of human rights. We have our corporate program in place, Cocoa Life, which aims to holistically help address the root causes of the social, economic and environmental challenges that cocoa farming faces. As a result, we see near to no deforestation on or closely around Cocoa Life farms in West Africa since 2018 (approximately 0.7% in Ghana & 1.3% in Cote d'Ivoire).<sup>1</sup>

Find out more on pages [37](#).

With respect to palm oil, 100% of palm oil sourced from our suppliers is aligned to the Palm Oil Action Plan (POAP) and 100% of our palm oil volume is Roundtable on Sustainable Palm Oil (RSPO) certified. We publish our mill list on our [corporate website](#).

For our direct purchases of soy, where we have much less influence across the sector as a whole, we take a due diligence approach designed to achieve more sustainable sourcing in our supply, based on Consumer Goods Forum sourcing guidelines. For paper-based packaging we require the mills and printers that supply us to be Forest Stewardship Council (FSC) certified.

In addition, we also track indirect land-use change emissions from dairy, including palm and soy, used in cattle feed. We buy the majority of our dairy ingredients from suppliers who buy from farmers who, in turn, make individual decisions about what to feed their cows. Despite these challenges, we are engaging our suppliers with the aim of supporting moves to help achieve deforestation-free supplies of cattle feed across the dairy sector.

Find out more on pages [30](#).

## Increasing Regenerative Agriculture

To improve agricultural resilience, we are helping to transform agricultural production into regenerative systems while reducing carbon. We are focusing on agroforestry landscapes, biodiversity and regenerative practices across our key ingredients including cocoa and wheat. This involves participation in sector-wide initiatives and multi-stakeholder coalitions.

Find out more on pages [30](#).

## Enhancing Social Sustainability and Respecting Human Rights

We strive to make sure that the rights of people in our value chain are respected and promoted and that the communities where we matter most are more resilient. To this end, we focus on key areas for greater impact, including addressing human rights risks in sourcing key commodities, and focusing on living wage and due diligence across own operations.

Find out more on pages [24](#).



<sup>1</sup> Updates have been made to the metric's reporting methodology for the period from January 1, 2022 to December 31, 2022. Reported information for 2021 covering Côte d'Ivoire and Ghana has been revised for year-over-year comparison.

# CLIMATE RISKS

We know how important it is to identify and assess our climate risks. This informs our strategy and actions to support the resilience of the business.



We take a rigorous approach to identifying and managing our climate risks, in line with the Task Force on Climate-Related Financial Disclosure (TCFD). This enables us to expand and deepen our understanding of our impact on the planet, and to sharpen and enhance how we can mitigate climate risks.

TCFD provides voluntary climate-related financial disclosure recommendations designed to help companies support informed capital allocation decisions and provide better and consistent information to stakeholders. This includes a framework for companies to assess climate-related risks and opportunities through the use of climate scenario analysis and guidance on reporting strategies and actions to mitigate risks. The disclosure recommendations are structured around four thematic areas: Governance, Strategy, Risk Management, and Metrics and Targets.

We strive to provide our stakeholders with relevant information on climate-related issues following the TCFD recommendations. See our [TCFD index](#) for references to our CDP response and portions of this report on how we address the eleven recommendations of TCFD.

## Identifying and Assessing Climate Risk

Climate risk management is driven by our Enterprise Risk Management (ERM) process for identifying, assessing, managing, and monitoring risks. We have a Risk and Compliance Committee (MRCC), co-led by our SVP & Chief Counsel, Chief Compliance Officer (Chief Compliance Officer) and SVP, Chief Audit & Controls Officer (Chief Audit & Controls Officer) and composed of leaders from the Finance, Accounting, Legal, Compliance, Internal Audit and People functions. The MRCC provides broad oversight of our enterprise risks and ERM process. The MRCC meets regularly and, through consultation with senior leaders and other managers with subject matter expertise, periodically assesses the key risks facing the Company, works with those risk owners responsible for managing each specific risk, and reviews mitigation actions and the status of the annual enterprise risk assessment. Our Chief Compliance Officer and Chief Audit & Controls Officer regularly report to the Audit Committee to provide updates on the status of the ERM process, which the Audit Committee Chair reports to the full Board. Similar risk and compliance committees exist on regional and local levels.

The identification of emerging climate risks is informed by external scans of megatrends, consultancy and industry reports, peer CDP disclosures, TCFD reports, annual reports and 10-Ks. For new and emerging climate risks, relevant internal stakeholders are engaged to review and rank the identified risks based on magnitude of potential impact and Mondelez International strategic priorities.

Annually, we use tools and third-party consultants to assess the potential financial impact of climate risk in the short-term, medium-term and long-term horizons. We also conduct frequent quantitative scenario analysis to understand the future-scenario based financial impact of climate risk. We supplement the analysis with ongoing site-level engineering assessments to consider plant-level exposures, taking into consideration risk mitigation measures already in place.

The MRCC assigns ownership of specific risks to the Mondelez Leadership Team. As owners of each specific risk, Mondelez Leadership Team members are responsible for overseeing that appropriate mitigation controls, monitoring and response systems are in place. With support from the global ERM team, Mondelez International develops a robust risk assessment, prioritization, and mitigation plan. This plan is based on our ERM risk rating criteria which includes risk impact, velocity, likelihood and management preparedness. The risks are then added to a global risk register, which is used to monitor all enterprise risks.

## Managing, Mitigating and Monitoring Risk

The management and monitoring of risks, including climate risks, is reviewed annually by the global ERM team, while the implementation of mitigation plans and the monitoring of risk KPIs are ongoing at the global, regional or business level, where required. Based on the specific risk drivers and prioritization, we develop and implement our risk response strategies, which can be either mitigation (action plans), transfer (insurance), avoidance, or acceptance. We monitor performance against our risk response strategies using risk KPIs that are tracked by the respective risk owner and reported to the global ERM team.

The global ERM team is enhancing the integration of climate risk management into the overall ERM strategy and process.



# ACTION TOWARD NET ZERO

We are taking concerted, coordinated action to play our part in combating climate change – working toward our long-term ambition of net zero carbon and resilient landscapes. In doing so, we’re transforming how we do business across our supply chain – from farmer’s field to shop shelf.

## OUR GOAL 10% REDUCTION

We are in the process of adjusting our path towards our long-term goal of net zero, which is subject to verification by the SBTi (submission expected in 2023). In the meantime, we will continue to work towards our 2025 public goals, including reducing our absolute end-to-end GHG emissions by 10% by 2025 vs. a 2018 baseline.<sup>1</sup>

### Working Toward Net Zero

For the past few years we have been on a path to reduce our carbon emissions and in 2021 we took an important step forward – aiming toward a long-term goal of net zero GHG emissions across our full value chain by 2050.<sup>1</sup>

As part of the goal, we have signed the Science Based Targets initiative’s (SBTi’s) Business Ambition for 1.5°C, aligning our long-term emissions mitigation targets with the aim of limiting temperature rise in accordance with the Paris Agreement. We’ve also joined the United Nations Race to Zero Campaign to help build momentum towards a decarbonized economy.



### A CLEAR WAY FORWARD

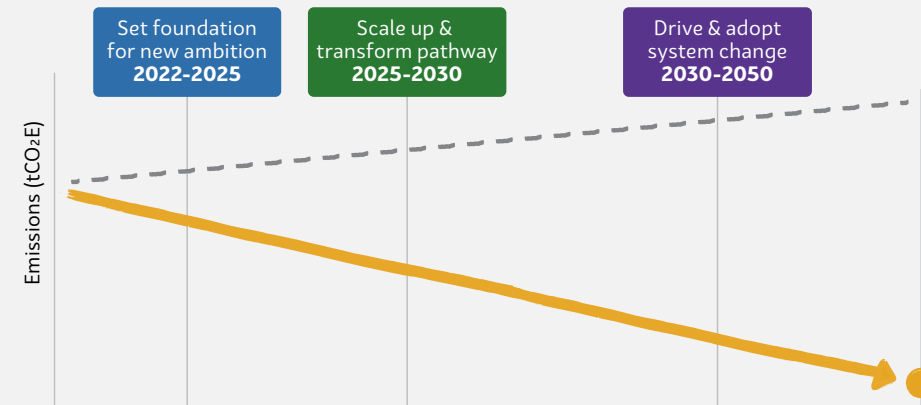
Achieving net zero is no easy task, and we are setting a path so we know what we have to do to steer toward our long-term goal.

#### Our principles for transition:

1. Transform the way we do business
2. Build on our existing efforts, scaling proven models for wider impact
3. Collaborate across the industry & sector and engage suppliers
4. Invest in bold innovation to drive technological evolution
5. Be transparent in progress, setting interim targets and communicating regular updates

### WE’RE READY. WE’RE IN.

Mondelēz International is joining the race to net zero and setting a goal of net zero emissions by 2050.



Curve is not scientific but rather for illustration purposes.

<sup>1</sup> In the reporting year 2022, we have recalculated our base year, 2021 and 2022 inventory following the GHG Protocol Corporate Standards. For more details, please see the [Carbon Accounting Manual](#). In 2021, Mondelēz International announced its goal to reach net zero emissions by 2050 as part of the SBTi’s Business Ambition for 1.5°C campaign. In 2023, we plan on submitting our new emission reduction targets to the SBTi for independent validation. As part of the recent re-baseline event as well as new SBTi guidelines, we are in the process of updating our goal boundaries.

# OUR CARBON FOOTPRINT



## Assessing Our Carbon Footprint

We take a thorough approach following the internationally recognized Greenhouse Gas Protocol (GHG Protocol) Standards to calculate, annually, our total carbon footprint across our end-to-end supply chain, covering Scopes 1, 2, and 3.

We assess the following activities:<sup>1</sup>

### Scope 1 emissions:

- Combustion of fuels in Mondelez International-operated facilities
- Combustion of fuels in Mondelez International-operated mobile sources
- Fugitive emissions from Mondelez International-operated manufacturing sites

### Scope 2 emissions:

- Indirect emissions associated with purchased electricity, heat and steam in Mondelez International-operated facilities

### Scope 3 emissions:

- Purchased goods and services (including effects of Direct Land Use Change)
- Capital goods
- Fuel and energy related activities
- Upstream transportation and distribution
- Waste generated in operations
- Business travel
- Employee commuting
- Downstream transportation and distribution
- Investments
- Use of sold products
- End of life treatment of sold products

## Focusing End-to-End

We look at each individual step within our supply chain to understand the contributors to our carbon footprint and where we believe our focus can matter most.

## Deepening our Understanding

During 2022, we confirmed our approach on carbon methodology through a review of our 2018 baseline as well as 2021 and 2022 emissions as part of a planned re-baseline cycle.

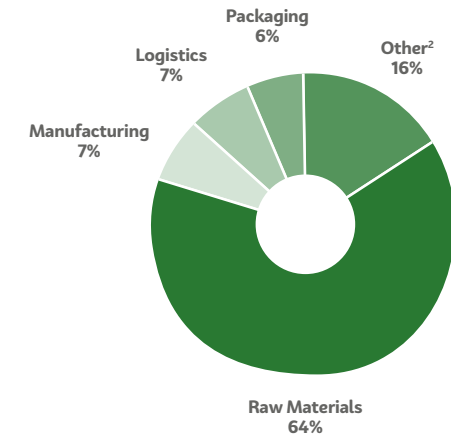
This included:

- Revising boundaries such as inclusion of mergers & acquisitions<sup>1</sup>
- Revising best practices in line with GHG Protocol Standards and guidelines across all scopes
- Creating custom emission factors for our signature programs such as Cocoa Life and Harmony wheat and setting the foundation to be able to reflect interventions' positive impact

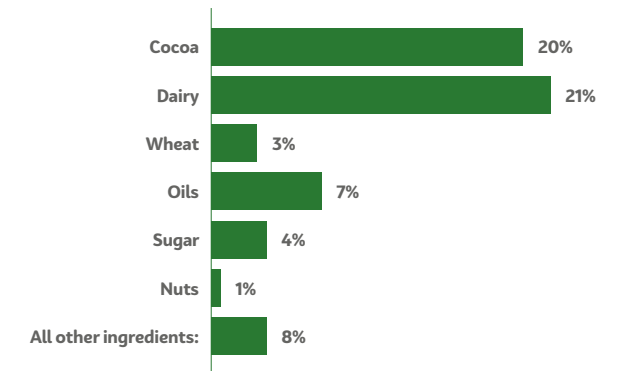
In 2022, we continued to evolve our approach to reducing our carbon footprint. We believe that we are on the right path but are always looking to improve our approach in order to go further, faster.

## Our Carbon Footprint

Approximately 64% of Mondelez International's CO<sub>2</sub>e emissions comes from our raw materials, concentrated in four key commodities. This informs and inspires our focus on reducing carbon emissions and increasing resilient landscapes.



## Raw Materials CO<sub>2</sub>e Emissions Against Our Total Carbon Footprint (CO<sub>2</sub>e Metric Tonnes)



<sup>1</sup> Annual GHG emissions are accounted for following the GHG Protocol Corporate Standards and using the operational control approach. Reporting includes activities of all Mondelez International subsidiaries across all regions, except those acquired after December 31, 2021. All acquisitions until 2021 are incorporated in our GHG emissions for 2018, 2021 and 2022. In the reporting year 2022, we have recalculated our base year, 2021 and 2022 inventory following the GHG Protocol Corporate Standards. For more details, please see the Carbon Accounting Manual.

<sup>2</sup> "Other" consists of 8% investments, 3% services, 3% end of life treatments, and the rest various other.

# OUR CARBON FOOTPRINT CONT.

Our Scopes 1 and 2 emissions continue to decrease, reflecting our progress in renewable energy and energy efficiency. In 2022, we reduced our Scopes 1 and 2 (market-based) emissions by approximately 20% versus our 2018 baseline.<sup>1</sup> We increased our emphasis on electrification and alternate fuels in our operations to continue the decarbonization journey of emission sources within our direct control.

Our Scope 3 activities span across multiple work streams with the aim to be able to measure and reduce our indirect emissions by focusing on the biggest drivers initially. Key outcomes in 2022 include:

**Cocoa Life:** Translating our deforestation free and agroforestry interventions into custom emission factors using farm level data resulted in lower emission intensity vs. generic emission factors when looking at major sourcing countries. Emission intensity is expressed in metric tonnes of CO<sub>2</sub>e emissions per tonne of product sourced.

Find out more on helping to protect and restore forests on page [37](#).

**Harmony Wheat:** Translating the impact of regenerative agriculture across Harmony wheat volume for our European biscuits business resulted in lower emission intensity vs. generic emission factors when looking at major sourcing countries. Emission intensity is expressed in metric tonnes of CO<sub>2</sub>e emissions per tonne of product sourced.

Find out more on championing sustainable wheat on page [41](#).

**Dairy:** We are leveraging our partnerships with dairy farmers in the UK and Ireland who supply milk for *Cadbury Dairy Milk* as well as dairy farmers in the Alpine region who supply milk for our *Milka* brand. Through tracking of GHG emissions and developing action plans to reduce emissions, both farming groups have completed their baseline and are in year-two of their reduction program. To date, the groups are achieving reduced carbon intensity, respectively, vs. initial baseline.

Find out more on page [45](#).

**Partnering for People & Planet supplier partnership program:** We formed new partnerships in 2022 with EcoVadis and Guidehouse LoCT to track and support supplier capability building toward ambitious carbon reduction plans by 2030 across our top 250 supplier network.

**Partnering on innovative technologies:** We are exploring a wide range of new ideas and disruptive technologies that can help accelerate progress against our sustainability goals.

**Changes in investment holdings in other companies:** We are capturing the proportionate share of investments in our carbon footprint and as such reflect interactions including reduction of holdings in our analysis.

These activities have helped us to maintain a relatively flat Scope 3 since 2018. As we prepare for submission of our net zero ambition plan to the SBTi for validation this year, we are reflecting on what we've learned from these programs and the levers we can use to accelerate decarbonization.

## Next Steps

Our continued focus lies on preparation for the net zero submission for validation with the SBTi.

In 2022, we completed the re-baseline cycle for building a strong foundation. We are now in the process of adjusting our SBTi scope boundaries while considering the more recent launch of the SBTi's guidance on Forest, Land and Agriculture (FLAG) emissions and finalizing our reduction pathway towards our net zero goal.

The above steps are essential and are building up towards the submission to the SBTi for validation. While we appreciate that the submission takes time, we want to be sure that our efforts are solid and founded. This does not mean that our progress on decarbonization stands still as we continue to execute our roadmaps in line with existing goals.

## Accelerating New Products and Technologies to get Closer to Net Zero

We worked with a third-party consultant, PA Consulting, to explore a wide range of new ideas and disruptive technologies that could help accelerate progress against our sustainability goals. This included accelerated thinking to help inform our roadmap to achieve our long-term goal of net zero carbon; ideation workshops with a range of experts to identify opportunities and shortlist technologies that can help decarbonize global products; and recommendations that influenced our carbon plans.

With PA Consulting's help, our R&D function was able to identify four pillars of potential, accelerated decarbonization activity: net zero manufacturing, next generation cocoa, regenerative farming, and ingredients of the future. Deep dives on each of these pillars considered specific challenges such as how the company could incentivize farmers to adopt more regenerative farming practices or how plant microbiomes could be enhanced to help drive crop yields. The output was a series of recommendations, setting out potential next steps for consideration of technologies with the highest emissions reduction potential.

### OUR 2022 PROGRESS

	2018	2019	2020	2021	2022
Scope 1 (direct) emissions (CO <sub>2</sub> e Metric Tonnes), market-based <sup>1</sup>	930,689	-	-	894,692	880,000
Scope 2 (energy indirect) emissions (CO <sub>2</sub> e Metric Tonnes), market-based <sup>1</sup>	856,520	-	-	606,885	545,000
Scope 3 (other indirect) GHG emissions (CO <sub>2</sub> e Metric Tonnes) <sup>1</sup>	28,334,077	-	-	27,888,809	28,500,000
Total emissions	30,121,285			29,390,386	29,925,000

<sup>1</sup> Annual GHG emissions are accounted for following the GHG Protocol Corporate Standards and using the operational control approach. Reporting includes activities of all Mondelez International subsidiaries across all regions, except those acquired after December 31, 2021. All acquisitions until 2021 are incorporated in our GHG emissions for 2018, 2021 and 2022. In the reporting year 2022, we have recalculated our base year, 2021 and 2022 inventory following the GHG Protocol Corporate Standards. For more details, please see the [Carbon Accounting Manual](#).

# ENERGY

We are focusing on both increasing our energy efficiency and our use of renewable energy across Mondelez International – so we can aim to go further in reducing our carbon emissions and reducing our costs.

## Driving Down Energy-related Emissions

We are aiming to keep driving our energy-related carbon footprint down in two key ways - making less and better use of energy and increasingly getting our energy from renewable sources.

## Improving Energy Efficiency

We continuously invest in energy management systems and energy efficient technologies in our factories.

## Increasing Our Use of Renewable Electricity

Electricity is one of the largest contributors to our manufacturing footprint and so it is a major focus of our carbon reduction efforts. Indeed, we are aiming to use 100% renewable electricity across Mondelez International manufacturing sites by 2030. This includes working with governments and suppliers to generate and purchase renewable electricity where we operate.

This transition integrated into the electrification roadmap also can deliver reductions on the consumption of fuels.

In 2022, approximately 39% of the electricity used in our manufacturing sites was renewable, compared to approximately 32% in 2021.

## Middle East, North Africa, and Pakistan (MENAP) Progress Against End-to-End CO<sub>2</sub>e Reduction Goal by 2025 - Renewables

We signed several agreements across Egypt, Bahrain and Pakistan during 2022 that aim at accelerating the installation of solar. In Pakistan, the hub confectionery plant will become the first MENAP site to commission solar-energy sources. The system is anticipated to be able to contribute to a CO<sub>2</sub>e reduction of 79 metric tonnes annually. In Bahrain, we have an agreement to utilize over 4,200 solar panels for both rooftop and carport applications. Once completed, the solar plant is expected to produce 3,820 megawatt-hours of clean energy in the first year of operation, equivalent to reducing carbon emissions by 2,400 metric tonnes, and potentially allowing us to convert 24% of our energy usage into clean energy. In Egypt, we signed an agreement that will seek to convert 11% of the energy in Borg El Arab (BEA) to clean energy.

## Recovering Heat from our Biscuits Ovens

Our factories in La Haie-Fouassière (France) and East Suzhou (China) implemented heat recovery systems in their biscuits ovens. These initiatives are saving natural gas previously used in the same oven or in other equipment. The reduction in fossil fuel consumption from both initiatives is saving more than 6,000 CO<sub>2</sub>e metric tonnes per year.

## 100% Renewable Energy in Brazil

The business unit reduced its CO<sub>2</sub>e footprint while growing in volume.

In Brazil, volume increased, so we needed to review our energy strategy to enable sustainable growth. With the focus of contributing 2025 end-to-end carbon reduction goals, the market invested in a new source of energy in order to produce 100% snacks in its factories using renewable energy. This builds upon progress made by the Brazil business unit in 2021.

### OUR ENERGY PROGRESS

	2019	2020	2021	2022
Total energy consumed	18,089,730	17,967,884	18,051,643	17,900,000
Total renewable energy (%)	8%	23%	32%	39%
Manufacturing Scope 1 and 2 CO <sub>2</sub> e emissions from energy (CO <sub>2</sub> e market-based Metric Tonnes) <sup>1</sup>	1,336,793	1,189,684	1,132,844	1,060,000
CO <sub>2</sub> e emissions reductions across our manufacturing operations by 2025 (vs. 2018)	-5%	-15%	-19%	-25%

<sup>1</sup> For Scope 1 and 2 conversion factors applied, please see the Carbon Accounting Manual



# ENERGY CONT.



### Investing in Renewables Around the World

In 2022, two sites in India and all our plants in Argentina moved to securing 100% of their electricity from renewable sources. Several other operations also made important steps in this journey. Our sites in Malaysia, Indonesia, and Thailand, for example, are now consuming now consuming between 20% and 33% of their electricity their electricity from renewable sources. In addition, our Montornes factory in Spain installed solar panels on-site. Combined, these initiatives are delivering reductions of more than 25,500 metric tonnes of CO<sub>2</sub>e annually.

### Converting from Fossil Fuels to Biogas

Our factory in China East Suzhou partnered with Huan Yan Environment and Towngas to generate biogas out of our food waste. The project is generating more than 5300GJ of biogas from renewable sources every year, turning waste into energy and reducing CO<sub>2</sub>e emissions.



### Reducing Emissions in Logistics

On our journey to our net zero emissions goal in logistics, we focus our efforts across these key areas:

- Improving the efficiency of distribution networks by optimizing routes, improving truck and container utilization, adopting intermodal solutions, and reducing traveled distances.
- Investing in new mobility concepts, including electric and hydrogen trucks.
- Reducing warehouse emissions at both owned and third-party facilities by converting to renewable energy sources.

Over the last months and in partnership with our carriers and third-party logistics suppliers, we have extended our pilots on electric trucks to a variety of markets, including China, Brazil, and India, with promising results and plans to expand and further explore. The pilot programs have been done on short shuttle lanes and outbound transport to customers nearby the distribution centers, with approximately 30-40% reduced CO<sub>2</sub>e emissions compared to diesel trucks.

### Signing a Renewable Power Agreement in Poland

We have signed a virtual power purchase agreement with Golden Peaks Capital for renewable energy in Poland. Some of the new solar plants are starting to generate energy in 2023, while full capacity is expected to be reached in 2024. This project is a major step forward in our footprint decarbonization, as our plants in Poland are substantial contributors to our Scope 2 emissions. At full capacity, we expect to be able to eliminate approximately 85,000 metric tonnes of CO<sub>2</sub>e.



# WATER

We depend on water to make our much-loved snacks and aim to use this precious natural resource responsibly. To this end, we aim to reduce our water use as much as possible and support initiatives throughout the value chain to conserve water.

OUR GOAL PROGRESS

**14% REDUCTION**

In 2022, we achieved an approximately 14% reduction in water usage at priority sites in areas where water is most scarce. Our goal is to reduce absolute water usage in priority sites by 10% by 2025 (vs. 2018).<sup>1</sup>

### Working Together at a Local Level

Responsible water use cannot be tackled at a remote, global level – it involves collective action on the ground, locally. So we are focusing on local and regional stakeholder engagements and community collaborations to broaden impact.



OUR WATER PROGRESS

	2019	2020	2021	2022
Total incoming water (m3) (without borrowed and rainwater, as per our current KPI definition)	10,362,594	10,326,848	10,276,279	9,540,000
Total incoming water to priority sites (m3) (without borrowed and rainwater, as per our current KPI definition) <sup>1</sup>	5,995,809	5,884,183	5,790,894	5,271,000
Absolute water usage reduction in priority sites (vs. 2018)	-3.1%	-5.5%	-6.4%	-14%

### Reducing our Water Use

Around the world, water is increasingly under pressure due to global population growth, industrialization, and climate change, and we are focusing on playing our part in looking after this precious resource by seeking to reduce water use as much as possible.

In 2021, we updated our list of priority sites using the Aqueduct tool from World Resources Institute and changed our water scarcity threshold. This led to an increased number of priority sites: from 27 during the 2013-2020 cycle to 48 during the current 2018-2025 cycle.

In 2022, we reduced our absolute water use at priority sites by approximately 14% (vs. 2018).

#### Improving Water Use Across Europe

In Europe, we have made a number of improvements in our water use. In Spain, for example, we have enhanced waste-water treatment, to reduce pollutants in the discharge. We have also reduced water consumption through dry cleaning and automatic floor cleaners.

#### Reusing and Recycling More Water

Our factory in Fallingbostal, northern Germany, has increased its steam boiler condensate return ratio. This enables the factory to save 80,000m<sup>3</sup> of water a year, reduce wastewater by 115,000m<sup>3</sup>, and save 395 metric tonnes of CO<sub>2</sub>e. Our Besançon factory in France has implemented a recycling system, which is saving 6,800m<sup>3</sup> of water every year.

#### Improving Cleaning Processes

Our Caramagna factory in Piedmont, Italy, has improved the Cleaning in Place (CIP) process. The water is recycled and the cleaning program optimized. This saves 35,000m<sup>3</sup> of water per year. Our Kaunas factory in Lithuania improved its starch tray cleaning process, reducing water consumption by 3,000m<sup>3</sup> a year.

### Widening our Water Stewardship

In 2022, as the world's water stresses continued to increase, we sought to widen our positive impact by looking beyond our own facilities to assess wider water use along the value chain. We want to cover not just the use of water in our operations – for example to make our products and clean equipment – but also its use to irrigate the commodities that are important to our products.

We calculated our water footprint and identified that the majority of the water used in our value chain is in the production of raw materials. So after many years of our successful programs to reduce water consumption in our manufacturing operations, we are now expanding our approach and integrating our water stewardship methodology to key areas beyond our facilities.

We can then apply these learnings to the development of an end-to-end 2030 water stewardship strategy.

#### Reducing Water Consumption in Peru

At our factory in Lima, Peru, we have reduced water consumption by 21% against the 2018 baseline by improving the treated water recovery systems. We installed reverse osmosis equipment, which reduces dissolved minerals in the local water. This reduces the amount of water purging required, thereby cutting down on water use.

#### Saving Water in India

In India, we succeeded in saving approximately 29,000m<sup>3</sup> of water in our manufacturing processes (vs. 2018). This was primarily achieved through technological advancement projects to improve water management, including permanent magnet technology, recovering up to 85% of condensation, and numerous other enhancements to reduce, recycle, and reuse water. We also harvested 98,000m<sup>3</sup> of rainwater.

<sup>1</sup> Priority sites are defined as sites that are located in a high or extremely high water risk zone defined as of 2021. This metric is measured in accordance with our internal Water Supply Management Health Safety and Environment System for priority sites.

# WASTE

We strive to reduce waste as much as we can, to help the climate and the environment and to increase our operational efficiency. Above all, we focus on food waste – striving to eliminate it.

**-25%** Food waste reduction in internal manufacturing sites (metric tonnes) (vs. 2018)

**-58%** Food waste reduction in distribution (metric tonnes) (vs. 2018)

## OUR WASTE PROGRESS

	2019	2020	2021	2022
Total waste generated in internal manufacturing sites (metric tonnes)	325,955	284,554	275,203	280,000
Total food waste generated in internal manufacturing sites (metric tonnes)	206,934	183,576	174,083	180,000
Food waste reduction in internal manufacturing sites (vs. 2018)	-15%	-25%	-28%	-25%
Food waste reduction from distribution (vs. 2018)	-33%	-36%	-68%	-58%

## OUR GOAL PROGRESS

# 25% REDUCTION

In 2022, we reduced food waste in internal manufacturing sites by 25%, exceeding our goal of a 15% reduction by 2025 (vs. 2018).

This early delivery proves our focus on eliminating waste from our sites.

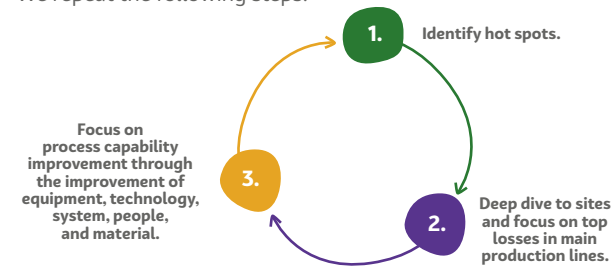
We also reduced food waste from distribution by 58%, exceeding our goal of a 50% reduction by 2025 (vs. 2018).

## Striving to Eliminate Waste Once And For All

We see food waste as an opponent to be destroyed – it plays against all our sustainability efforts, adding to business and environmental costs, helping no one.

The initiatives to eliminate waste have to be robust and sustainable. At Mondelez International, we have a clear governance of waste reduction globally.

We repeat the following steps:



Across the globe, our waste community is dedicated to:

- Benchmarking and replicating Integrated Lean Six Sigma (IL6S) best practices to eliminate waste.
- Leveraging the best engineering and digital solutions for process capability.
- In-line measurement for real time process intervention, it's a key enabler for our vision.
- Focus group to coach opportunity sites to eliminate waste.

## Focusing on Eliminating Food Waste

We have been historically measuring and tackling manufacturing waste generation and disposal. In 2021, we decided to increase our focus on food waste. We believe this makes sense for a food company like us, especially considering that nearly a third of all food produced for human consumption is lost or wasted.

Food waste increases the extraction of materials and growth of agriculture ingredients. This will ultimately not be put to good use as it increases the consumption of energy, water, and transportation. Indeed, food waste has an environmental impact that is 10x greater than packaging waste.

## Helping to Stop Good Food Going to Waste

The best-before date (BBD) is misleading for many consumers, creating confusion with the use-by date, and therefore leading to many edible foods being thrown away. To take a stand against food waste, our Philadelphia brand has partnered with Too Good To Go – an innovative app that lets you buy food right before it goes to waste, in Germany, Denmark, and Sweden.

By printing the "Often Good After" logo next to the BBD on our Philadelphia packaging and creating ad hoc informative social media videos, we are helping to educate our consumers to first LOOK, SMELL, and TASTE before throwing away anything still good. Too Good To Go – it's a great idea we're happy to be part of.

**"Too Good To Go is active in several countries, where the topic is becoming more and more sensitive for consumers. We aim to replicate the activity also in other markets to spread the word!"**

**Vanessa Harrer**  
Sr Director, Marketing  
Philadelphia



## Preventing, Reducing and Reusing Waste

Our VSA factory team in Brazil implemented a systematic approach to prevent, reduce, and reuse waste – reducing waste by 813 metric tonnes 2022 vs. 2021.

In China, our West Suzhou factory ran a process lost analysis on its wafer production line. The team increased process performance and reduced variability – significantly reducing waste on the line from 5.1% to 2.2%, contributing to 121 tons food waste reduction, which is equal to 10,000,000 wafer sticks!

# SOCIAL SUSTAINABILITY & HUMAN RIGHTS

We are committed to enhancing social sustainability and respecting human rights across the whole value chain.

We strive to make sure that the rights of people in our value chain are respected and promoted and that the communities where we matter most are resilient. To this end, we run pragmatic human rights due diligence across the value chain and focus on key areas where we believe we can make a greater impact, including tackling human rights risks in our sourcing of key commodities.

The Sedex Members Ethical Trade Audit (SMETA) protocol is used to evaluate our internal manufacturing sites against a common set of corporate social responsibility standards, developed for the consumer goods industry.

## OUR GOALS AND AMBITION

**Our 2025 ambition is to implement robust, risk-based human rights due diligence across our value chain, and we have the following 2025 goals:**

- 100% of our manufacturing sites completed a SMETA audit within the past 3 years
- 100% of our prioritized supplier sites completed a SMETA audit within the past 3 years
- 100% of Cocoa Life communities in West Africa are covered by a Child Labor Monitoring & Remediation System (CLMRS)<sup>1</sup>

## HUMAN RIGHTS PROGRESS

	2019	2020	2021	2022
Prioritized suppliers audited				195
Prioritized supplier sites completed SMETA audit in past 3 years <sup>3</sup>				87%
SMETA audit completed in our manufacturing sites within the past 3 years <sup>2</sup>				62%
Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 <sup>1</sup>	27%	28%	61%	74%

## Strong Focus and Governance

We strive to ensure the rights of people along our value chain are respected and promoted. This includes our approximately 91,000 employees around the world, people working for our suppliers, and people growing our ingredients.

As set out in our Human Rights Policy, we follow the United Nations Guiding Principles on Business and Human Rights as a framework to guide our approach to identify and address risks, and to disclose our progress. For more information, please see our annual Human Rights Due Diligence Report.

Our Human Rights Working Group defines our human rights due diligence strategy and drives its implementation throughout our organization. This working group reports regularly to functional and business leaders and annually to the Board's Governance, Membership and Sustainability Committee.

We collaborate with peers in the Consumer Goods Forum Human Rights Coalition (CGF HRC) to help make the approach mainstream, learn from each other, and show the way for the sector more broadly, including publishing a human rights due diligence (HRDD) roadmap.

In 2022, we also worked with a range of external advisors, including TwentyFifty, Embode, and our Cocoa Life External Advisory Board, to help us assess and strengthen our approach.

Moreover, we support legislative efforts to make human rights due diligence mandatory for all companies along the value chain.



<sup>1</sup> Reported information for the period from January 1, 2022 to December 31, 2022 includes a community as covered by CLMRS if the work of identifying children, if any, in or at risk of child labor has been completed by the end of the year, even if any appropriate remediation and post-remediation follow-up occurs in the following year. CLMRS data is provided by third parties. Includes Ghana, Cote d'Ivoire and Nigeria.  
<sup>2</sup> Excludes closed manufacturing sites.  
<sup>3</sup> Prioritized supplier sites are defined as Tier-1 Direct material supplier sites, and excludes suppliers that are not registered on SEDEX, have not yet received a risk score or received a risk score other than High Risk, or have not yet made audit results available to Mondelez International.



# SOCIAL SUSTAINABILITY & HUMAN RIGHTS CONT.

**“We strive to work with suppliers and partners with comparably high standards of conduct when it comes to responsible sourcing. We expect them to follow our Human Rights Policy, and to communicate these expectations throughout their supply chain. We take a risk-based approach and pragmatic steps to roll-out human rights due diligence and inform our sourcing practices from our direct suppliers to our key upstream ingredient supply chains. We are committed to making our human rights due diligence system better every day and wherever possible strive to join forces with industry peers to accelerate progress.”**

**Thomas Gaengler**  
Chief Procurement Officer  
Mondelēz International



## Ongoing Due Diligence Efforts

We undertake practical, proactive, ongoing human rights due diligence to identify, mitigate, and reduce the likelihood of potential and actual human rights impacts within our own operations, and work with our business partners across our supply chain to achieve the same. We identify potential human rights issues and monitor compliance with our policies. We use the Sedex Members Ethical Trade Audit (SMETA) protocol to evaluate our internal manufacturing sites against a common set of corporate social responsibility standards developed for the consumer goods industry. We also require higher-risk direct suppliers to complete a SMETA audit.

Despite delays in previous years related to the COVID-19 pandemic, we were able to make strong progress towards our 100% audit targets for our own manufacturing sites and prioritized supplier sites over a 3-year cycle. As of the end of 2022, approximately 62% of our own manufacturing sites<sup>1</sup> and approximately 87% prioritized supplier sites have completed a SMETA audit within the past three years.<sup>2</sup>

Despite the continued effects related to the pandemic, we will continue our efforts to execute audits of our remaining global manufacturing sites and supply chain.

Beyond our audit program, we continued to enhance our human rights due diligence systems by building internal capabilities, embedding good practices within our business, and prioritizing key focus areas.

## Conducting a New Value Chain Human Rights Assessment

In 2022, we conducted a new value chain human rights risk assessment. It confirmed key risks and areas we should prioritize. The first priority is to focus on helping to tackle human rights risks in key supply chains (cocoa, palm oil, and hazelnuts), including living wage and income, as well as forced, and child labor.

## Supporting Living Wage

We continued to focus on living wage in own operations by starting to embed living wage benchmarking into our ongoing compensation process and extending our approach to better understand challenges with agency labor in our facilities.

## Speaking Up and Investigating

Our Speaking Up and Investigations Policy empowers our colleagues to ask questions and raise concerns confidentially and anonymously through a telephone HelpLine and an online WebLine. We monitor contacts and work diligently to address concerns raised in a timely fashion.

## Continuing to Build our Internal Capabilities on Human Rights

We offer a Human Rights training program in close to thirty languages and encourage our office-based colleagues worldwide to participate.



**“Training our employees across the world is a significant step forward in bringing our Human Rights Policy to life. We aim to help our employees better understand their rights and equip them to look out for one another, so that we can each play our role to Do What’s Right and respect and promote Human Rights.”**

**Amy Corona**  
VP, Global People Lead, Mondelēz Supply Chain  
Mondelēz International



<sup>1</sup> Excludes closed manufacturing sites.

<sup>2</sup> Prioritized supplier sites are defined as Tier-1 Direct material supplier sites, and excludes suppliers that are not registered on SEDEX, have not yet received a risk score or received a risk score other than High Risk, or have not yet made audit results available to Mondelēz International.

# SOCIAL SUSTAINABILITY & HUMAN RIGHTS CONT.



## Collaborating Across the Sector

To help achieve widespread change across whole supply chains, we collaborate with peer companies, expert organizations, and governments with an aim to work together to help tackle issues such as forced and child labor and to uphold human rights.

As a founding and board member of the International Cocoa Initiative (ICI), for example, we work collaboratively with our peers, suppliers, and civil society organizations to help combat the risks of child and forced labor in the cocoa supply chain, and to drive efforts to strengthen public-private partnership with the governments of Ghana and Côte d'Ivoire.

As a board member of CGF, we work collaboratively to help tackle the risks of forced labor. We support CGF's Priority Industry Principles on Forced Labor. We also co-chair CGF's Forest Positive Coalition of Action and the Palm Oil Working Group, are a member of the Human Rights Coalition of Action, and a signatory to the UN Women's Empowerment Principles.

**“Tackling the underlying drivers of human rights risks in global value chains takes a systemic collaborative approach. We collaborate with various peers and retailers under the Consumer Goods Forum Human Rights Coalition with an aim to make human rights due diligence mainstream and help put an end to forced labor and other salient issues common to the entire sector.”**

**Virginie Mahin**  
Senior Director Global Social Sustainability & Stakeholder Engagement, and Co-chair of the CGF Human Rights Coalition



## Taking Action on Palm Oil

Through our POAP, we require suppliers to respect the labor rights of all workers and embed the Consumer Goods Forum (CGF) Priority Industry Principles on Forced Labor within both their own operations and supply chains. The POAP requires suppliers to provide annual assurance of continuous improvement, verified by third-party labor rights experts.

To support the mainstreaming of robust due diligence practices in the palm oil sector, we collaborated with peers in the CGF Human Rights Coalition, the Fair Labor Association, and the International Organization for Migration to deploy and test systems at each stage of the supply chain. We also complemented this support to palm oil suppliers with engagement of key actors of the Malaysian recruitment market, as well as joint advocacy towards the Malaysian government and the government of migrant workers' country of origin.

For more information on our sustainable palm oil sourcing, see pages [47](#).

## Going Further with Cocoa Life

We made key advances to enhance social sustainability and respect human rights in 2022, through Cocoa Life - our signature cocoa sourcing program. These included launching a new Strategy to Help Protect Children, which sets out our approach to help enhance child protection systems and improve access to quality education in Cocoa Life communities. We also scaled CLMRS in nearly 74%<sup>1</sup> of Cocoa Life communities in West Africa and continue our work to further enhance the quality of the system.

For more information on Cocoa Life see pages [31](#).



<sup>1</sup> Prioritized supplier sites are defined as Tier-1 Direct material supplier sites, and excludes suppliers that are not registered on SEDEX, have not yet received a risk score or received a risk score other than High Risk, or have not yet made audit results available to Mondelez International.

# PACKAGING

We strive to use more sustainable packaging that protects our products, delights our consumers, and does not harm the environment. We want to continuously improve our packaging, and deliver on our long-term aim of advancing a circular packaging economy that is good for people and the planet.

## 2025 GOALS

- Make 100% packaging designed to be recyclable by 2025
- Reduce virgin plastic in rigid plastic packaging by at least 25% and in all plastic packaging by 5% by 2025
- Have 5% recycled content in our plastic packaging by 2025

### Making it Light and Right

Our guiding principle is to make packaging light and right, with less packaging, better packaging, and improved systems all reinforcing each other for bigger impact. So we are reducing the amount of packaging we use while also innovating to simplify materials so they can be recycled and using recycled materials where we can.



**LESS PACKAGING** Our focus on less packaging includes keeping our packaging light and safe with low environmental impact. It also involves reducing the overall footprint of our packaging, and designing packaging for consumer reuse and refill where feasible. We aim to reduce virgin plastic in rigid plastic packaging by at least 25% and in all plastic packaging by at least 5%, each by 2025 (vs. 2020).

**BETTER PACKAGING** By better packaging, we aim to design our packaging to be recyclable and remove challenging materials. We also mean substituting virgin (new) plastic packaging with alternatives, including recycled plastic content. This way, we'll help support a circular pack economy.

A key goal for us on this front is to have all our packaging designed to be recyclable by 2025. We are getting closer and closer to this – achieving nearly 96% in 2022. We aim to have 5% recycled content in our plastic packaging by 2025.

All our paper and carton board, and some rigid plastics and flexible plastic films are already designed to be recycled.

**IMPROVED SYSTEMS** Through improved systems, we aim to collect as much plastic as we put into the environment, lead the development of capabilities to scale the necessary infrastructure; and advocate for extended producer responsibility (EPR) schemes to include plastic packaging, especially packaging made from flexible plastics.

### Working Together for Bigger Impact

Collaboration is key. We have, for example, joined the Business Call for a UN Treaty on Plastic Pollution, and are members of the Ellen MacArthur Foundation (EMF) and World Wildlife Fund (WWF) policy working groups. Further, we are part of the Consumer Goods Forum working groups on Extended Producer Responsibility, Golden Design Rules and recent exploration into Flexible Packaging all targeting collective action on plastic waste.

### Increasing Awareness on the Need to Save our Seas

We are partnering with environmental NGO Save Philippine Seas (SPS) to produce a five-part YouTube series to increase awareness, particularly among young people, of the real causes of marine litter and how to avoid and/or mitigate this through practical solutions.

Shown on the Miming and Friends YouTube channel aimed at a younger audience, the five episodes focus on various aspects of waste management, with animation and music to appeal to kids and their parents. Episode 1 was launched in 2022, gaining 12.24 million impressions. Episodes 2 and 3 will be shown in 2023 and Episode 4 and 5 in 2024.

This is the second year of our partnership with SPS. We are working with them to help people better understand the issue of plastic waste and marine litter – from the causes of plastic pollution in the sea to how people can help tackle the problem themselves at home.

We're also working with industry groups across the Philippines and other Southeast Asian countries to form a roadmap to increase plastic collection and recycling rates.

### OUR PACKAGING PROGRESS

	2018	2019	2020	2021	2022
Packaging materials eliminated vs. 2013 (metric tonnes) <sup>1</sup>	-59,600	-64,850	-68,000	-72,100	-72,600
Packaging designed to be recyclable	92.5%	93.3%	94%	95%	96%
Paper-based packaging sustainably sourced <sup>2</sup>	90%	100%	100%	98%	99%
Reduction in overall virgin plastic (vs. 2020)				4%	-1.5%
5% recycled plastic content by 2025				0.5%	1%

<sup>1</sup> Reported information covers the period from November 1, 2021 through October 31, 2022.

<sup>2</sup> Reported information covers the period from November 1, 2021 through October 31, 2022 and is based on the number of paper mills that are third party (Forest Stewardship Council) certified that paper is sourced from.

# PACKAGING CONT.

## 2022 PORTFOLIO<sup>1</sup>

	Metric Tonnes
Corrugated	454,000
Paper	265,000
Flexible Plastics	135,000
Rigid Plastics	53,000
Glass	14,000
Other Flexibles	13,000
Metals	7,500

### Our Packaging Mix

As the chart shows, the great majority of our packaging is non-plastic. There are relatively well-developed recycling markets around the world for this packaging.

Lightweight flexible packaging works well to protect our products for our consumers, keeping it safe and fresh for longer, and reduces food waste. It also reduces shipping costs and CO<sub>2</sub>e emissions from transportation due to its relative light weight.

However, lightweight flexible packaging creates environmental challenges as collection and recycling are underdeveloped in most countries.



### Creating Infrastructure Through Sustainable Futures

Through our Sustainable Futures impact investment platform, we have partnered with the Circulate Capital Ocean Fund (CCOF), a fund dedicated to addressing India and Southeast Asia's plastics challenges. The investment will help CCOF support scalable business solutions to help develop infrastructure for the collecting, sorting, and recycling of plastic waste, including flexible films. We are working with Ricron Panel, who are part of the Circulate Capital Ocean Fund. We are using their innovative, strong, and durable recycled panels made from hard-to-recycle, multi-layered waste plastic in a number of ways, for example for furniture and pallets.

We have also invested in a project in India to transform multi-layered plastic food packaging waste into construction of plastic boards that can be used to manufacture various products. Wealth out of Waste Boards (WoW Boards) uses technology from a female-led start-up, TrashCon, in India. Since 2021, we have been supporting a waste picker-managed centre with a capacity for handling 600 MT/year of plastic waste. At the centre, the MLP waste is repurposed to make WoW Boards. These boards are then used to make desks / benches for schools, the roof of workers' sheds, and benches in parks.



### Leading the Way in India

In India, we are doing a great deal to improve our packaging and make advances on circularity. 2022 saw a massive drive to reduce our plastic footprint with a strong focus on recyclability. It involved taking ownership of the product to the end of its lifecycle by successfully executing 100% Extended Producers Responsibility for post-consumer plastics.

Our plastic recycling efforts in India in partnership with plastic waste management agencies and plastic waste processors have enabled us to recycle up to 75% of our post-consumer plastic in 2022. This is almost a 10% increase in recyclability compared to 2021. Initiatives included less packaging, for example with the elimination of single-use plastic, including with the overwrap film on Cadbury Celebrations Gift packs, better packaging, such as recycle-ready packs; and the introduction of post-consumer recycled PET for Cadbury Rich Dry Fruit Collection Celebrations packs and Cadbury Lickables spoons.



<sup>1</sup> Reported information covers the period from November 1, 2021 through October 31, 2022. Packaging mix is reported in alignment with Ellen MacArthur Foundation plastic definition guide.

# PACKAGING CONT.



## World-first for Cadbury in Australia

In a first for *Cadbury*, we're supporting emerging recycling technology to source soft plastic packaging that contains recycled content. Traditionally a single-use material for food packaging, the switch to sourcing soft plastics will see our Australian-made *Cadbury Dairy Milk*, *Caramilk*, and *Old Gold* blocks wrapped in 30% recycled content. The transition to using recycled material will divert 120 tonnes of soft plastic from landfill – that's the weight of 206 fully-sized dairy cows – who supply the famous fresh milk in *Cadbury Dairy Milk* chocolate.

While the new packaging is more sustainable, it looks and feels the same, carrying *Cadbury's* iconic purple colors and distinctive markers and preserving the chocolate's taste, texture, and shape. However, chocoholics will notice a new on-pack QR code, leading *Cadbury* fans to more information on the packaging innovation and how *Cadbury* is supporting a circular economy for packaging.



## Encouraging Ideas to Make our Packaging Light and Right

Through our Packathon campaign, which we run across Europe for a few months, we have encouraged our colleagues to share their ideas on how to make our packaging 'Light & Right'. The aim was to invite our colleagues everyone to have an end-to-end mindset in tackling the issue, from sourcing to manufacturing to selling, and to share their ideas.

The program was launched with a special focus on our supply chain colleagues and our factories across Europe, and within three months, more than 300 ideas were shared with our leaders.

Most of the winning ideas have started be implemented across 2022, with some already up and running with our EU plants. As we move forward, we aim to apply our 'Light & Right' approach across major parts of our portfolio.

**"Driving out waste is an area of expertise for our factories and applying this mindset to our packaging is an exciting opportunity for us to protect the planet and "Do it the Right Way"**

**Mark Dady**  
SVP, Mondeléz Supply Chain, Europe



## Using 30% Recycled Packaging with Cadbury

As part of our broader initiative to reduce the use of virgin plastic material in our packaging portfolio by 5% by 2025, our iconic *Cadbury Dairy Milk* and *Cadbury Mini Snow Balls* 110g sharing bars now come with 30% certified recycled plastic in their packaging. So *Cadbury* fans across the UK can continue enjoying their favorite sharing bars more sustainably.

Advanced recycling technology and a significant investment enabled us to develop the innovative new packaging. The necessary food-grade recycled plastic packaging isn't widely available so securing the volume for this project was a challenge involving significant resources and collaboration with many external suppliers throughout the value chain.

Using the mass balance approach, the packaging is independently certified by International Sustainability and Carbon Certification (ISCC) and supplied in partnership with Amcor, a global leader in developing and producing responsible packaging for food and other industries. By the end of 2022, the new packaging had been used for over 10 million bar wrappers.

We are also using 75% recycled plastic (RPET) content in our *Dairylea Lunchables* packaging in the UK and will expect to begin using certified plastic with recycled material using the mass balance approach in our *Philadelphia* tubs and lids from next year. And there is more to come as we keep striving to use less and less virgin plastic in our packaging.

# MORE SUSTAINABLE INGREDIENTS

A more sustainable supply of key raw materials such as cocoa, wheat, dairy, and palm oil is critical to the continued growth and success of our business, to the resilience and prosperity of the communities producing these raw materials, and to the protection of the landscapes the ingredients are grown in.



More sustainable production of our key ingredients also contributes to our carbon footprint reduction goals while protecting biodiversity. As a global snacking leader dedicated to making snacking right, we are determined to lead in helping to drive sector-wide transformation for more sustainable sourcing at scale.

Enhancing social sustainability and respecting human rights is key to this goal as is a larger focus on helping to promote and restore biodiversity across the landscapes our business touches. We focus where we believe we can make the greatest difference and help tackle the most important issues to help foster security of supply, care for the environment, and support the people and communities that grow the key ingredients for our well-loved snacks.

## Our Progress

**230,000** 230,000 farmers participated in the Cocoa Life program in 2022, compared to 209,954 in 2021.<sup>4</sup>

**74%** Child Labor Monitoring & Remediation Systems (CLMRS) coverage in West African Cocoa Life farming communities vs. 61% in 2021.<sup>2</sup>

**100%** Palm oil sourced from suppliers aligned to Palm Oil Action Plan (POAP).

We have a distinctive approach to help drive long-term change for the better at scale. It has a number of key pillars: leading in more sustainably-sourced key ingredients, pioneering approaches that holistically help tackle root issues, helping to drive sector-wide transformation through collaboration, and sharing and learning from impact data assessing the positive progress made by our programs.

## OUR 2025 GOAL

**Our ambition is to source our key ingredients – including cocoa and wheat – more sustainably and support economically and socially resilient communities. These two ambitions mutually support and reinforce each other, and are at the heart of our aim to create a future where together people and the planet thrive.**

To this end, we have set the following goals:

**100%**  
Cocoa volume for chocolate brands sourced through Cocoa Life by 2025<sup>1</sup>

**100%**  
Wheat volume needed for Europe business biscuits production grown under the strengthened Harmony Regenerative charter by 2030<sup>3</sup>



**“Over the past 10 years through the implementation of our signature sustainable sourcing programs including Cocoa Life and Harmony wheat, we have gathered meaningful data confirming our approach is helping to deliver the type of change we’re aiming to scale for greater impact. We are determined to seize this opportunity to go further, faster.”**

**Cathy Pieters**  
Vice President Sustainable Ingredients  
Mondelez International



<sup>1</sup> Goal and reported information for cocoa volume sourced is based on a mass balance approach, which means that the equivalent volume of cocoa needed for the products sold under our chocolate brands is sourced from the Cocoa Life program.

<sup>2</sup> Reported information for the period from January 1, 2022 to December 31, 2022 includes a community as covered by CLMRS if the work of identifying children, if any, in or at risk of child labor has been completed by the end of the year, even if any appropriate remediation and post-remediation follow-up occurs in the following year. CLMRS data is provided by third parties. Includes Ghana, Cote d'Ivoire and Nigeria.

<sup>3</sup> Regenerative Agriculture is a holistic approach to farming which aims to produce high-quality crops while also restoring the natural rhythm of our surrounding ecosystem.

<sup>4</sup> Reported information covers Brazil, Côte d'Ivoire, Dominican Republic, Ghana, Indonesia, India, and Nigeria. This data is provided by third parties.

# COCOA LIFE

Cocoa is a key ingredient for our chocolate, and key to our business. We are proud to be one of the world’s leading chocolate makers, and are determined to continue leading in helping to make cocoa right through our global cocoa sustainability program: Cocoa Life.



## Helping to Make Cocoa Sourcing More Sustainable

Cocoa Life’s purpose is to make cocoa right. Our program focuses on making cocoa sourcing more sustainable in key cocoa-producing countries. Cocoa Life aims to help lift the people and protect the landscapes it reaches and bring dynamic change to the communities and forests where the cocoa bean grows before it becomes the snacks consumers love.

## Doubling Down on Cocoa Life

In 2022, we celebrated 10 years of Cocoa Life and announced the next chapter to increase our cocoa volume scale, work with nearly 300,000 farmers by 2030, and accelerate our impact backed by an additional \$600 million through 2030 for a total \$1 billion investment since the start of the program.



## Helping to Lift People and Protect Landscapes in Seven Cocoa-Producing Countries

Through Cocoa Life, we aim to help tackle the root causes of the complex challenges cocoa farmers and their communities face, including climate change, deforestation, gender inequality, poverty, and child labor. In 2022, we worked with partner NGOs and cocoa suppliers to help support farmers and their communities in Brazil, Côte d'Ivoire, the Dominican Republic, Ghana, India, Indonesia, and Nigeria. We continue to help people and landscapes by supporting more profitable cocoa businesses, helping to lift cocoa communities; helping to protect children at risk of child labor; and helping to protect and restore forests.

“With our \$1 billion total investment between 2012 and 2030, we are in a unique position to apply 10 years of progress and learnings, to lead smartinnovations, like Targeted Good Agricultural Practices, financial incentives for good practices e.g., Payment for Environmental Services, and Community Action Plans, Targeted Good Agricultural Practices incentivizing good practices e.g., through Payment for Environmental Services, to collaborate with our partners with an aim to bring dynamic change to communities and forests in cocoa-producing countries to help make transformational impact.”

**Cedric van Cutsem**  
Senior Director Cocoa Life  
Mondelēz International



## Innovative, Collaborative, Transformational

With ambitions to deliver a real long-term difference where it matters most, our Cocoa Life program uses smart innovation and collaboration to make transformational impact – aiming to move cocoa forward faster by helping lift the people and protect the landscapes where cocoa grows.



### COCOA LIFE PROGRESS

	2019	2020	2021	2022
Farmers in the Cocoa Life program <sup>1</sup>	175,017	188,043	209,954	230,000
Cocoa communities impacted <sup>2</sup>	2,012	2,169	2,597	2,900
Cocoa volume for chocolate brands sourced through Cocoa Life <sup>3</sup>	63%	68%	75%	80%

<sup>1</sup> Reported information covers Brazil, Cote d'Ivoire, Dominican Republic, Ghana, Indonesia, India, and Nigeria. This data is provided by third parties.

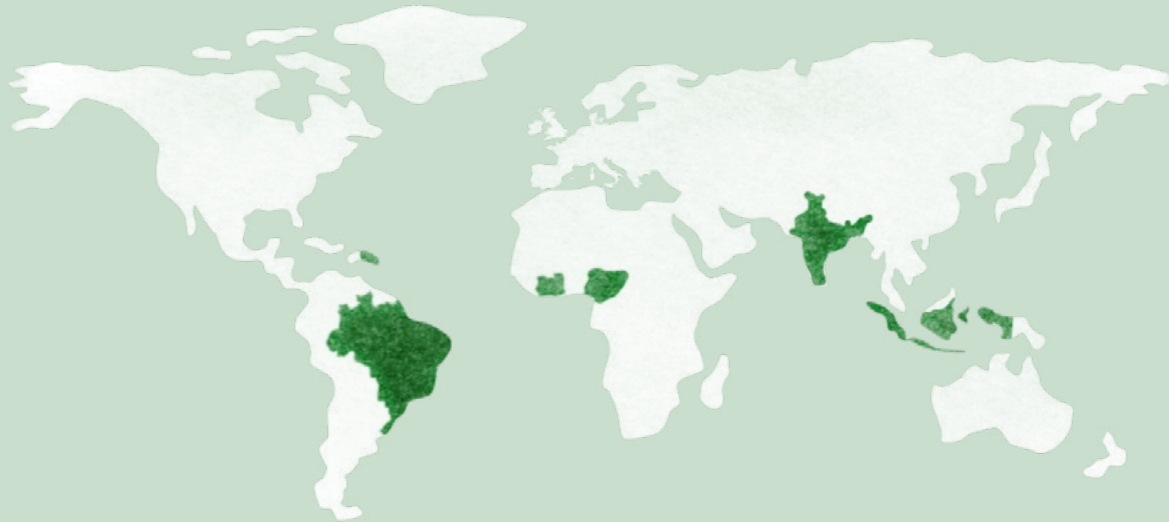
<sup>2</sup> West Africa includes Ghana, Cote D'Ivoire and Nigeria.

<sup>3</sup> Goal and reported information for cocoa volume sourced is based on a mass balance approach, which means that the equivalent volume of cocoa needed for the products sold under our chocolate brands is sourced from the Cocoa Life program.

# COCOA LIFE AROUND THE WORLD

## COCOA LIFE COUNTRIES

Cocoa Life runs across seven cocoa-growing countries: Ghana, Côte d'Ivoire, Indonesia, Dominican Republic, India, Brazil, and Nigeria.



### Expanding to Nigeria

To help deliver on our more ambitious goals, we are growing Cocoa Life's scale by introducing new producing countries. In 2022, we expanded into Nigeria. One of the world's largest cocoa-producing countries, Nigeria faces similar challenges to other West African cocoa countries, such as poverty, child labor, and climate change. We began a number of Cocoa Life activities in Nigeria in 2022 with a focus on local needs assessment on priority needs to tailor the program. This also included collaborating with partners to start registering farmers, training them in Good Agricultural Practices (GAP) Audit, and setting up Child Labor Monitoring and Remediation Systems. Based on the community needs assessments, we will work with implementing partners to expand these activities, as well as introduce additional environmental and community initiatives to fully implement Cocoa Life in Nigerian cocoa communities.

**"We are excited that the Cocoa Life program has commenced in Nigeria. We are working with the relevant stakeholders in the cocoa value chain to ensure successful implementation of the program. We are confident that this initiative will scale up the capacity of local farmers, increase cocoa yields, boost net incomes, and contribute toward revitalizing the cocoa industry in Nigeria."**

**Oyeyimika Adebayo**  
Managing Director  
Mondelēz West Africa





# GROWING MORE PROFITABLE COCOA BUSINESSES

We are focusing on growing more profitable cocoa businesses to help increase the number of farming households reaching a living income.

## Our Progress

# 220,000

Farmers trained, coached or having a farm development plan on Good Agricultural Practices to increase yield and protect the environment.



## Focusing on Farmer Livelihoods

Farmer poverty remains one of the most prominent and complex challenges faced by agricultural communities across the world. Developing approaches to help strengthen farmer net income has been a core focus for the Cocoa Life program since the beginning. Over the years, the concept of living income has become a central element in cocoa sustainability initiatives. A living income is an income that enables a decent standard of living for all members of a household and takes into account all essential needs, including provision for unexpected events. For cocoa farmers, earning a living income is a critical enabler to building a sustainable livelihood. Our aim is to help increase the number of farming households reaching a living income by 2030.

## Measured Progress

Looking back at 2021, the income of Cocoa Life registered farming households developed well. This was driven by the joint efforts of different stakeholders. Along individual supply chains, programs such as Cocoa Life and its implementing partners took steps to help support farming businesses that we work with. The governments of Cote d'Ivoire and Ghana, countries that produce approximately 60% of global cocoa, initiated sector-wide initiatives to help raise and stabilize the price paid to farmers at scale.

## Unprecedented Challenges

The global agricultural and commodities environment faced a number of unique and unanticipated pressures in 2022 that were particularly challenging within the cocoa sector. In addition to global economic challenges, major cocoa-producing countries struggled with high rates of inflation and an unusually larger number of cocoa farms suffered from higher rates of certain plant diseases that require more time and labor to remedy. Moreover, market pressures prevented the effective implementation of some government-led and multi-stakeholder backed initiatives, including the Living Income Differential which we fully support.

Last year's unique challenges impacted the previous trendline of consistent year-over-year household income improvement for Cocoa Life program farmers. Household incomes in Côte d'Ivoire, measured in international US\$ equivalents, grew by approximately 7% compared to 2019. Household incomes in Ghana increased in 2022 vs. 2019 baseline in local currency but were down by approximately 20% in USD\$ due in large part to currency devaluation and lower yields from crop diseases<sup>3</sup>. Cocoa Life continues to work with over 150,000 households in Ghana and Cote d'Ivoire to help enable them to reach a living income over time.

To this end, Cocoa Life endeavors to make cocoa farmers more resilient to economic volatility by helping them to build household income from additional sources beyond cocoa. For example, in local currency, non-cocoa income among households in the Cocoa Life program increased by nearly 217% in Cote d'Ivoire (comparing 2019 to 2022) and nearly 51% in Ghana (comparing 2019 to 2022).<sup>1</sup>

Poverty and low incomes remain a root cause for many of the challenges faced by cocoa farming communities, and it will require greater sector-wide efforts than ever before to help counter systemic issues and make sustained progress despite macro pressures.

We continue to engage with partners in producing countries through programs such as Cocoa Life to better understand the situation and potential risks to farming families. For approximately 10 years, Cocoa Life has worked with independent partners to help measure, track and better understand farmers' incomes from cocoa and other sources in our supply chain. This allows us to help mitigate the challenges and contribute to solutions.

But the magnitude of the challenges requires an approach well beyond single supply chains to change the dynamics under which farmers sell their cocoa. Stabilizing and increasing incomes of farming families requires a structural approach through collaboration within and beyond the cocoa sector, working in partnership with NGOs, stakeholders, and governments.

## Working Together To Help Create Solutions

We support the Côte d'Ivoire-Ghana-Cocoa-Initiative (CIGHCI) and share the governments' ambitions to increase farmer incomes. In 2022, we signed a statement of intent towards an economic pact for sustainable cocoa with the CIGHCI to work towards improving farmer incomes and finding a sustainable price mechanism (for the price paid to farmers). We are actively contributing to the working groups. To help build more sustainable livelihoods, we take concrete measures through Cocoa Life:

- We innovate by tailoring interventions with suppliers and NGOs to fit farmers' needs with the right mix of tools and techniques to help them get more from their cocoa trees, testing, and sharing as we go. We are helping to improve farm productivity and profitability from cocoa. For example, we are supporting cocoa tree nurseries and provided training for approximately 220,000 farmers on Good Agricultural Practices by the end of 2022. We also pay loyalty premiums to farmer organizations.
- We believe it is important to increase farmers' resilience by encouraging income diversification for men and women from additional non-cocoa businesses. For example, we are training community members on cocoa-related enterprises and business management as well as encouraging them to participate in Village Savings & Loan Associations (VSLAs) or additional income generating activities. This was particularly relevant in 2022 and remains relevant in the current economic context in West Africa<sup>2</sup>, with sources of additional income compensating for reduced revenues from cocoa farming.
- For many years Cocoa Life supports VSLAs to provide financial services to households in cocoa communities. To date, the program has established approximately 4,800 VSLAs which were joined by approximately 257,900 farmers and community members. Additional training on alternative jobs, outside of cocoa growing, were joined by approximately 228,000 community members to date. Jointly, those measures contribute to household income from sources other than cocoa and buffer economic shocks and uncertainty like we currently observe. Cocoa Life is helping cocoa farmers to become more resilient to economic volatility by building income from additional sources beyond cocoa.

We will continue to engage with the CIGHCI, sector organizations and our partners via the Cocoa Life program to help work toward a solution.

<sup>1</sup> This information is based on a statistically representative sample of farming households followed between 2019 to 2022 as measured and calculated by our third-party evaluator, Ipsos.

<sup>2</sup> West Africa includes Ghana and Cote D'Ivoire.

<sup>3</sup> Reported information covers the period from October 1, 2021 - September 31, 2022 measured in per person per day vs 2021 baseline \$USD.

# GROWING MORE PROFITABLE COCOA BUSINESSES CONT.

“Cocoa Life taught us good agricultural practices like pruning, removal of mistletoes and chupons, and farm sanitation. We have also been to farmer business school to learn how to cost, make expenses, record daily activities, record annual expenditure, and do calculations to know your profit or loss. In women empowerment, the women in the community have also been trained to have skills such as soap making, baking, and many others. These trainings have been made possible by Cocoa Life implementing partners to help the women earn extra income to support their husbands and families.”

**Adu Essel Sampson**  
Cocoa Life Registered Farmer  
Ghana



## Helping to Increase the Productivity of Farms in Brazil

In Bahia, Brazil, we have supported the turnaround of local cocoa production – helping farmers transform from very low productivity into high-end productive farms.

A scientifically-proven set of agronomic techniques were developed and implemented to enable the transformation. By engaging local farmers to support the implementation of these techniques on-farm, real-life conditions were created, giving even more credibility to the results achieved. Eventually farmers taking part in the project became advocates of the agricultural practices tested. Best practices were shared with local implementing partners and farmers in the surrounding areas, enabling the wider adoption of good farming practices. Moreover, farm demonstration units were created to show more farmers the benefits of best practice farming techniques.

## Tailoring Farming Interventions in India

In India, we have distributed millions of saplings across the country over the last three years, and provide Cocoa Life farmers with planting materials, guidance and training. We are now innovating to improve digital access to farming expertise and collaborating to improve farm productivity. For instance, we have worked with partners to enable farmers with access to a Cocoa Digi-App, giving them easy up-to-date access to knowledge on good agricultural and environmental practices. Through the app, farmers can also access information on cocoa pest and diseases controls based on weather patterns, scientific knowledge and biodiversity protection. Another example is our 38-year partnership with the Kerala Agriculture University, which enables the application of world-class research to local cocoa farming productivity.

## Helping to Create Additional Income Generating Opportunities with the Bia West Farmer Union in Ghana

Our longstanding partner in Ghana, the Bia West Farmer Cooperative Union, decided to use the premium payments received from Mondelez International via our suppliers to finance the construction of a cocoa soap factory. This innovative idea was to transform cocoa pod husk, which is removed during the cocoa farming process, into the raw material potash to produce a natural cocoa-based soap – creating additional income for community members, especially women and youth. The factory is owned by the cooperative, so co-op members get dividends from the profits as payment. Moreover, it provides employment and income for the community's youth, who often do not have land of their own to establish a cocoa farm and are usually reliant on eventually inheriting the family cocoa farm. Buying the cocoa husk-potash from small local enterprises, which are often female-owned, helps empower women in the communities by providing an additional income opportunity. As well as the economic benefit, there is an environmental benefit, too. By collecting the cocoa waste from the farms, the likelihood of rot occurring is reduced, which helps to improve the cocoa farm.



“Since the establishment of the Bia West Union in 2015, we partnered with Cocoa Life to support registered farmers through premium payments, trainings, and community development initiatives such as Community Action Plans and Village Savings Loan Associations (VSLAs). Our capacities have also been enhanced through education on good agronomic practices which has resulted in higher production levels on our farms. This has helped improve our farmers' capacity to become more financially independent and cope in the face of global challenges, including the COVID 19 pandemic. Our farmers were able to support themselves through savings they received from the financial trainings and VSLAs. The additional livelihood trainings received enabled us to produce nose masks and start local soap production in our communities, providing washing basins, liquid soap and hand sanitizers. Based on knowledge and skills learned through Cocoa Life, the Union recently established the Bia soap processing factory. The returns of this investment will be shared among the union members to help strengthen their financial resilience. We are grateful for the support Cocoa Life have been giving us and continue to offer us.”

**Adama Issah**  
President of Bia West  
Cooperative Union  
Ghana



# HELPING TO LIFT COCOA COMMUNITIES

Our aim is to lift cocoa communities by helping to enhance child protection systems and helping to improve access to quality education in Cocoa Life communities.

**OUR 2025 GOAL**

**100%**

100% communities in West Africa covered with CLMRS by 2025.



**Our Progress**

**1,800**

Communities with Child Labor Monitoring & Remediation Systems (CLMRS) or equivalent in West Africa.<sup>1,2</sup>

**74%**

In 2022, Child Labor Monitoring & Remediation Systems (CLMRS) covered 74% of Cocoa Life communities in West Africa<sup>1,2</sup> up 21% vs. 2021 (61%).

**Helping Communities to Shape Their Own Future**

We facilitate investments for communities to help shape their future and help ensure that community decisions reflect the diverse and dynamic needs of the people involved. To this end, we encourage and help communities to create and implement Community Action Plans (CAPs). CAPs are key enablers for cocoa farming communities to help take ownership of their own development, advocate for what they need, secure funding to achieve their own priorities, and drive change for the better. The development of these plans is facilitated by expert NGO partners.

Community Action Plans (CAPs) are based on needs assessments identifying community needs and development actions. Through CAPs, we're helping to increase farming households' net income, to empower women, improve access to quality education, and to integrate awareness in Cocoa Life communities.

Another flagship activity to help empower cocoa communities are Village Savings and Loan Associations (VSLAs). As part of a VSLA, people can save money together and take small loans from those savings. In addition to strengthening community members' savings culture, financial literacy and management skills, VSLAs are a key driver to help empower women economically; many VSLA participants are women who choose to invest in their own farms and additional businesses, as well as their children's education.

**Launching our New Strategy to Help Protect Children**

In 2022, we released our new Strategy to Help Protect Children. It sets out our approach to help enhance child protection systems and improve access to quality education in Cocoa Life communities. This, in turn, will help bring us closer to accomplishing our 2030 goals and ultimate vision to collaborate with others to help work toward a cocoa sector that is free of child labor.

Our strategy takes a systems approach, working holistically with communities to help tackle the interconnected challenges causing child labor. To accomplish this, we focus on three primary areas of response, which mirror UNICEF's international child protection system strengthening standards: prevention efforts, monitoring and remediation, and helping enable systemic solutions.

**Prevention Efforts:**

With a focus on helping to prevent child labor and support children at risk of child labor.

Our approach seeks to address the underlying causes of child labor, with a particular focus on empowering communities, such as:

- Encouraging Community Action Plans based on needs assessments identifying community needs and development actions.
- Helping to improve farmer net income from cocoa farming and other sources.
- Helping to improve access to quality education.
- Helping to empower women.

**Monitoring and Remediation:**

With a focus on monitoring to help identify and remediate cases of child labor through the implementation of community-based CLMRS. This includes:

- Awareness raising activities about issues related to child protection.
- Community Child Protection Committees (CCPCs) form an integral part of our CLMRS, building the capacity of communities to help identify, support, and protect vulnerable children.

- CLMRS cover farming families in Cocoa Life communities and focus on the support needed through (i) identification of children in or at risk of child labor, (ii) remediation for children identified as vulnerable and families identified as at risk of child labor, and (iii) follow-up and monitoring of children who have received support.
- By 2025, we aim to have all Cocoa Life communities in West Africa covered by CLMRS.

**Helping Enable Systemic Solutions:**

With a focus on collaboration with others to strengthen the systems that help combat the underlying root causes of child labor.

Working to enable systemic solutions involves strategic partnerships with local and national governments. It also consists of working in collaboration with other industry partners to amplify funding and contributions to structural change, such as improving access to quality education. This includes:

- Supporting government policy and action.
- Advocacy for international, national, and local initiatives to help improve child protection.
- Engaging all levels of government through partnership, capacity building, and system support.



To learn more, see our report ['Cocoa Life Strategy To Help Protect Children'](#).

<sup>1</sup> Reported information for the period from January 1, 2022 to December 31, 2022 includes a community as covered by CLMRS if the work of identifying children, if any, in or at risk of child labor has been completed by the end of the year, even if any appropriate remediation and post-remediation follow-up occurs in the following year. CLMRS data is provided by third parties. Includes Ghana, Cote d'Ivoire and Nigeria.  
<sup>2</sup> West Africa includes Ghana, Cote D'Ivoire and Nigeria.

# HELPING TO LIFT COCOA COMMUNITIES CONT.



## Collaborating to Help Protect Children in Cocoa Communities

Underpinning our strategy is the reality that helping to combat child labor is a shared goal and requires a collaborative process of partnership with governments, suppliers, communities, NGO partners, peer companies, and multi-sector partners. That's why we engage in multi-stakeholder engagement to help improve access to education.

For example, we are a part of the Child Learning and Education Facility (CLEF), a collaboration between the Jacobs Foundation, the UBS Optimus Foundation, the Ivorian government, and the broader cocoa sector. The collaboration aims to reach approximately 5 million children in cocoa-growing areas and provide them with improved access to quality primary education. Lack of access to quality education is an underlying cause of child labor, and with a target investment of CHF110 million, this initiative, led by the Ivorian government, has the potential to provide a blueprint for public private partnership that can be replicated by other countries in the future as a systemic solution.

We are also joining forces with peers, suppliers, and local child protection authorities to implement area-based landscape approaches, under the umbrella of the International Cocoa Initiative (ICI).

To learn more, see our video ['Growing opportunities through education'](#).



## Helping to Lift the Agbakonanblekro Community in Côte d'Ivoire

The Agbakonanblekro community in Côte d'Ivoire faces a number of key challenges, including poverty, a lack of infrastructure, poor access to health services, a lack of capacity and facilities in schools, and limited potable water access. To help tackle these challenges, with support of Cocoa Life's implementing partner CARE, the community developed a CAP, established a Community Development Committee, provided training to community members, and established VSLAs.

The community's discussions and action plans are focused on four goals: diversifying the sources of income of community members; constructing a local health center; constructing three classrooms with a director's office and teachers' accommodation, and installing a village hydraulic pump. The development process is also enabled through strong alignment and engagement from the traditional chief.

**“At Cocoa Life in Côte d'Ivoire, we continue to collaborate with implementing partners and government bodies to help make cocoa farming more profitable, empower communities and protecting forests. Community Action Plans are key to help lift cocoa communities so they can advocate for their development needs and shape their own future. We see that they are prioritizing investments in additional businesses, school infrastructure, water, and health projects.”**

**Ahmadou Cisse**  
Head of Cocoa Life Cote d'Ivoire  
Mondelēz International



**“Since 2013, the CARE and Mondelez partnership implementing the Cocoa Life project enabled us to apply CARE's technical expertise in the field of community development. This largely consisted of CARE doing community diagnostics to identify community needs, coaching communities to develop community action plans and forming committees, making sure they were inclusive.**

**For example, in the village of Agbakonanblekro, the Community Development Committee and village members, headed by the chieftaincy, have been involved in all community discussions, fully agreed to the plan and put it into action through the construction of a school, the mobilization of financial resources and the organization of meetings with the administrative authorities. The development of Agbakonanblekro is a successful example of the community development approach in the Cocoa Life program.”**

**Mamadou Traore**  
Value Chains and Private Sector  
Program Coordinator  
CARE International



## Helping to Empower Women and Children in India

In 2022, the Cocoa Life team in India undertook an initiative to help empower women and children in nearby areas of cocoa-growing regions. Events were conducted in rural communities, focusing on education, health, hygiene, and women empowerment, covering topics ranging from financial literacy to safe working environments.

In addition, the school infrastructure development project in the states of Andhra and Kerala benefited with provisions such as classrooms, dining halls, bathroom, toilets, and drinking water facilities across these schools.

# HELPING TO PROTECT AND RESTORE FORESTS

We are focusing our efforts on helping to protect and restore forests, with an ambition to seek no deforestation on Cocoa Life farms.



## Our Progress

<b>246,000</b>	Cocoa Life registered farms mapped and monitored
<b>415,000</b>	Community members and farmers trained on Good Environmental Practices.
<b>6,720,000</b>	Economic shade trees distributed <sup>1</sup>

## Helping to Protect Landscapes Where Cocoa Grows

We believe conserving the land and forests is a promise to future generations. Forests help stabilize the climate: they regulate ecosystems, protect biodiversity, drive more sustainable growth – and play an integral part in the carbon cycle. Climate change remains one of the biggest challenges facing our planet, its people – and businesses – and the cocoa sector has a key role in helping to tackle this issue. Developing a more sustainable, scaled and thriving cocoa supply chain will help us to reduce our total GHG footprint and in turn, achieve our long-term goal to realize net zero CO<sub>2e</sub> emissions.

Our work in the area of forest protection and restoration is targeted to needs of farming communities and driven by the local external environment. The cocoa-producing regions in West Africa and Indonesia experience wide-spread deforestation, with cocoa farming being a key driver. In India, cocoa farming is seen as an additional source of income for farmers who practice intercropping with other crops such as coconut or areca nut. In Brazil, cocoa farming helps to restore degraded pastureland.

We focus on supporting farming communities with the right on and off-farm tree planting activities and applying farm mapping technologies and agroforestry techniques.

By the end of 2022, we distributed over 6.7 million non-cocoa (or shade) trees. The distribution of non-cocoa trees is an important part of more sustainable cocoa farming: they help safeguard cocoa against too much sun and heat, help promote biodiversity, and can help provide additional income for farmers.

As Cocoa Life continues to scale up, farm mapping continues to be crucial. Unless we understand where, and under which conditions, cocoa is produced, we cannot identify areas to help stop deforestation. Farm mapping is vital to help identify problem areas and guide us where actions are most needed. As new farmers and cooperatives join the Cocoa Life program each year, mapping progresses, often requiring collaboration with agents across individual farms in hard-to-reach areas.

We have mapped more than 246,000 farms in an effort to gain a deeper understanding of the needs of farming communities and the boundaries of farms.

## Understanding Our Impact On Forests

We work with our partner Satelligence, a remote sensing company, to understand Cocoa Life’s impact on natural forests by applying satellite imagery to detect forest cover changes that can indicate likely deforestation events.

Satellites continuously circle the earth collecting data, and every year there is more information available on global land use. More information means better models.

This year, Satelligence introduced a new machine-learning method to measure deforestation rates and used an updated forest baseline providing a more comprehensive overview of the remaining extent of mature natural forest globally.

This new model was applied to both Cocoa Life’s 2021 and 2022 progress data, aiming to reiterate the results published in the 2021 Snacking Made Right Report in May 2022 using the updated forest baseline. This allows us to compare how the scale-up of the Cocoa Life program influences our deforestation footprint.

To do that, we look at deforestation signals starting in 2018 until the latest available data (2022), in alignment with our Cocoa & Forest Initiative ambitions.

By using an updated forest baseline, the results show a smaller share of forest disturbances in Ghana on Cocoa Life participating farms in 2022 compared to those farms participating in 2021. However, in Côte d’Ivoire, we detected a slightly higher rate of likely deforestation events on Cocoa Life participating farms in 2022 compared to the farms participating in 2021.<sup>2</sup> As a result, we see near to no deforestation on or closely around Cocoa Life farms in West Africa since 2018 (approximately 0.7% in Ghana & 1.3% in Cote d’Ivoire).

These rates show that only a small number of Cocoa Life participating farms have any likely deforestation events. However, where there are occurrences, we will prioritize our engagements with supply chain partners to help identify the potential high-risk areas, help prevent future deforestation, and help rehabilitate impacted areas as appropriate, as currently mentioned on [page 15](#).

**“Our collaboration on deforestation assessment based on Cocoa Life farm mapping data and Mondelez International carbon footprint assessment exemplifies our joint commitment to sustainability. By working together, we are able to calculate emission factors specific to land use change, to help drive positive change for more sustainable cocoa production, and ultimately for our planet.”**

**Niels Wielaard**  
CEO & Founder  
Satelligence

<sup>1</sup> Reported information covers Brazil, Côte d’Ivoire, Dominican Republic, Ghana, Indonesia, India, and Nigeria.

<sup>2</sup> Updates have been made to the metric’s reporting methodology for the period from January 1, 2022 to December 31, 2022. Reported performance for 2021 covering Côte d’Ivoire and Ghana has been revised for year-over-year comparison.

# HELPING TO PROTECT AND RESTORE FORESTS CONT.

## Innovative Financial Incentives To Restore Forests

We raise awareness with communities to help them understand the importance of forest protection and provide incentives to increase the likelihood that our programs will be adopted by them. For example, our innovative Payment for Ecosystem Services (PES) program, the first to be introduced in the cocoa sector, pays farmers a combination of financial and in-kind incentives to plant non-cocoa trees on their farms. Covering a variety of arrangements for environmental services, from forest conservation to carbon sequestration, PES schemes reward farmers financially for providing these services. The PES scheme helps to balance environmental priorities with economic realities, acknowledging that forest-friendly practices and innovations must be tailored to local needs and incentivize farmers to adopt the practices. Working with our partners, we have introduced the PES scheme to cocoa farmers in Côte d'Ivoire, Ghana and Indonesia.

## Collaborating with the Cocoa & Forests Initiative (CFI)

We are taking an integrated, collaborative approach to conservation and forest restoration by engaging in sector-wide initiatives to help create a positive impact on ecosystems. That's why we are a founding member of the CFI, a public-private partnership that aims to end deforestation and restore forest areas. The CFI is a stakeholder collaboration with the potential to help drive this transformational impact. We continue to engage with our CFI partners on landscape-wide initiatives to help tackle deforestation.

To learn more, see our video '[A Future for Forests](#)'.

**"In 2019, we supported Cocoa Life on an innovative three-year pilot on Payments for Ecosystem Services (PES) in the San Pedro region in the Ivory Coast that came to an end in December 2022. In this pioneering project, we targeted 600 cocoa farmers in two cooperatives in the Gabiadji sub-prefecture. We deployed a range of PES approaches to incentivize farmers with payments to do agroforestry, reforestation, and conservation activities. The project showed very promising results particularly on agroforestry that already allowed us to massively scale up PES across our agroforestry operations."**

**Nicolas Mounard**  
VP Sustainability & Farming  
Barry Callebaut



## Collaborating to Preserve and Restore Landscapes in Brazil

At Cocoa Life Brazil, we are partnering with Olam food ingredients (ofi), Partnerships for Forests (P4F) and The Nature Conservancy (TNC) Brazil to help restore landscapes and improve livelihoods through cocoa-based agroforestry systems in the Brazilian Amazon. Also, we are developing the project Sustainable Agroforestry Production of Cocoa in the Amazon and Atlantic Forest, a partnership with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, funded through the develoPPP programme on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

Our innovative hub-based partnership includes using private capital for technical assistance to help increase smallholders' cocoa production and unlocking rural credit for cocoa agroforestry. Farmers from municipalities in Pará State have adopted cocoa agroforestry on degraded areas and help restore one of the most critical tropical ecosystems to productivity.

The Agroforestry Hub provides training to farmers on how to restore degraded pasturelands into cocoa agroforestry systems, and how to align aspects of land preparation and management, seedling production, forest restoration and tree planting. The Restoration Hub works with farmers to align with the Brazilian Forest Code, by providing support to implement adequacy measures. The Rural Credit Hub aims to simplify rural credit application frameworks in partnership with banks, to fast-track credit approval for cocoa agroforestry cultivation and restoration. It also provides support in agreements with the bank and assists farmers with credit applications.

Building on learnings and insights from this pilot, we are working with partners to scale the approach to new areas.



## Women driving change via PES in Indonesia

Following our PES pilots in Côte d'Ivoire and Ghana, we expanded the initiative with our partners at Cocoa Life Indonesia. Women in cocoa communities are key participants in PES – these services help them to engage in environmental protection as well as to diversify their family's income. Through a partnership with our local implementing partner PUR Projeet, our suppliers, and registered farmers in Sulawesi, Indonesia, we are working to develop shaded agriculture systems – a sustainable practice, which helps create more shade on the farms for better productivity and additional incomes through multi-purpose trees.

Women also participate in helping the trees to grow by clearing weeds and watering the seedlings regularly. After joining the program and attending training sessions, women recognize the importance of planting and looking after trees, including the benefits to soil quality and the surrounding environment. This newfound awareness helps to increase their motivation to take care of all the trees on their farm.

To learn more, see our video '[When Women Rise, Cocoa Thrives](#)'.

**"We usually know about the money and economic potential of trees, therefore women hold the power to decide the species to be planted in our farm. I am happy to be involved in the program. I learned that fruit trees are not only good for harvest, but also for our farm and the environment too. It motivated me to join and take care of the trees. In this program, I chose the species that we want to plant. I helped my husband to plant all the trees and clean the weeds. I really hope it will grow well and produce abundant fruits in the future."**

**Hijerah**  
Cocoa Life community member from Indonesia

# MOVING COCOA FURTHER, FASTER

Building on the foundations and partnerships of the past decade of Cocoa Life and looking ahead, we aim to go further and faster to make cocoa more sustainable for people and the landscapes where cocoa grows.



We are drawing on key lessons learned, in order to achieve our bigger Cocoa Life ambitions, and in so doing help make transformational impact in cocoa.

## Towards Transformational Impact

Smart innovation and collaboration will be key to help make transformational impact for the people and landscapes in cocoa-producing countries. We continue to measure and externally verify our impact on farmers and communities to learn and enhance our program. This includes working with independent third-party verification and learning partners FloCert and IPSOS. By evaluating our progress and impact, we are able to better understand the issues in cocoa-producing countries, continually assess our work as well as share insights with sector partners to help drive more sustainable change.

## Sector Collaboration

Close wide-ranging partnerships with communities, farmer organizations, NGOs, suppliers, governments, and other key stakeholders remain central to Cocoa Life's approach. By engaging with key partners within the cocoa sector and beyond, we endeavor to make a more positive impact, and help tackle systemic challenges.

We work with over 50 partners. These include the following implementing partners: international NGOs such as Care, Solidaridad, Save The Children, and Wahana Visi Indonesia, as well as local NGOs such as Child Rights International; cocoa suppliers such as Barry Callebaut, Cargill, ECOM, OFI, and Touton; and experts including Embode, Impactum, PUR Projet, South Pole, Satelligence, Stag, Tree Global and UNDP. Collaborations with universities also help drive important cocoa research and apply in the program. We worked with Wageningen University & Research to help advance the living income debate, while Kerala Agricultural University is a key research partner to help implement the Cocoa Life program in India.

To learn more, see our videos '[Going Further, Together](#)' and '[Transforming the World of Cocoa](#)'.

Our strategic partners include external advisors, the Fairtrade Foundation, the Jacobs Foundation, sector platforms such as the International Cocoa Initiative (ICI) and the World Cocoa Foundation (WCF), and governments in cocoa-producing countries.

## Smart Innovation

Smart innovation involves a targeted, integrated approach suited to different farmers, communities, and landscapes. There is no one cocoa farmer and therefore no quick one-size-fits-all solution. So we will continue to focus on people-first innovation — putting the farmer, their family and their community at the heart of our efforts. In so doing, we aim to be able to help support their changing needs and deliver support that helps make a difference.

## Strategic Alignment

Above all, and as we set out to do at the start of our Cocoa Life journey 10 years ago, Cocoa Life continues to sit at the heart of our sustainability strategy and Vision 2030 – helping to empower people to snack right and create a future where together people and planet thrive, helping protect landscapes where cocoa grows.



## Pilot to Improve Access to Tricycles for Communities in Ghana

In Ghana, we are pioneering a project to donate tricycles to communities where people have to travel long distances to reach local infrastructure. Children can use the tricycles to get to and from school, making the journey quicker and easier and thereby encouraging attendance. The tricycles can also be used to help farmers and traders distribute goods or sell them at the local market.

Our World-Travel-Retail Business has purchased 10 tricycles for Cocoa Life communities. The tricycles are designed with a bucket at the back for carrying books, goods and other materials – useful for local schoolchildren, farmers and traders alike. A carrier will also be mounted over the bucket of the tricycle to provide sunshade for passengers. Planks can also be introduced as passenger seats in the bucket.

We are encouraging awareness and participation in fundraising for the project by partnering with retailers and shoppers. A dedicated global in-store campaign at airports encourages consumers to support the cocoa communities. Exclusively designed tote bags with the tagline "The Bag That Gives Back" are available to purchase and all proceeds from these bags go to funding the project.

# WHEAT

As one of the world's leading biscuit manufacturers, we remain focused on sourcing wheat that is grown more sustainably.



Our goal for our European business is to have 100% of the wheat volume needed for our biscuit production grown under the strengthened Harmony Regenerative charter by 2030<sup>1</sup> while we continue to learn from our North American wheat sustainability programs.

Across Europe and North America, we focus on sourcing the wheat we need for our biscuits in more sustainable ways. We do this through sourcing programs that allow us to work with wheat farmers to help implement advanced agronomy practices that help conserve water, care for the soil, protect and promote biodiversity, and reduce GHG emissions. We also engage with governments and NGOs as part of our commitment to progress, transparency, and continuous improvement.

WHEAT PROGRESS				
	2019	2020	2021	2022
Carbon Emissions from Wheat (metric tonnes CO <sub>2</sub> e)	-	-	906,407	967,000



<sup>1</sup> Regenerative Agriculture is a holistic approach to farming which aims to produce high-quality crops while also restoring the natural rhythm of our surrounding ecosystem.



# HARMONY WHEAT

We are expanding our impact with Harmony, our signature European wheat sustainable sourcing program. Our goal for 2030 is to grow 100% of the wheat volume needed for our Europe business biscuits production under our strengthened Harmony Regenerative charter.<sup>1</sup>

## Championing More Sustainable Wheat in Europe Since 2008

We created the Harmony program 15 years ago with the ambition to change the way wheat is grown in Europe, help limit our impact on the environment, and deliver quality wheat for our biscuits.

Created along the wheat supply chain with farmers, cooperatives, millers as well as agronomists, environment specialists, and NGOs, the Harmony program seeks the commitment of local farmers to follow more sustainable practices in wheat farming. Our Harmony charter champions farming practices that aim at improving soil health, reducing carbon emissions, protecting biodiversity, and preserving water.



Created as the first program of its kind in 2008 with just a handful of farmers, Harmony now collaborates with over 1,300 farmers across seven European countries (Belgium, the Czech Republic, France, Hungary, Italy, Poland, and Spain), uniquely combining scale with a signature local partnership approach. Harmony has developed a strong and unique data reporting system on farming practices that enhances traceability from wheat storage to factory. Our aim is to calculate and monitor a set of economic and agro-environmental performance indicators, such as nitrogen use efficiency, GHG emissions, or pesticides use. Key results are shared with our wheat chain to fuel a continuous improvement approach and our charter is reworked to further reduce our environmental footprint. External audits are conducted by independent and certified organizations (SGS, Bureau Veritas) to confirm compliance with the Harmony charter. 100% of mills, 100% of storage bodies, and 10% of partner farmers are audited every year – over 300 audits were performed in 2022.

### OUR GOAL PROGRESS

**98%**

**At the end of 2022, approximately 98% of the volume of wheat needed to produce our biscuits across our Europe business was grown under the Harmony charter.**

Wheat volume needed for Europe business biscuits production grown under Harmony charter:

2019	2020	2021	2022
65%	76%	91%	98%

### HARMONY WHEAT PROGRESS

	2019	2020	2021	2022
Harmony Wheat surface (Ha) – est.	35,920	49,800	55,830	57,000
Melliferous area surface (Ha) – est.	1,070	1,450	1,810	1,800

## COUNTRIES WITH HARMONY FARMERS

We grow Harmony Wheat as close as possible to our biscuit factories in Europe, to keep ingredient miles to a minimum. The program includes over 1,300 farmers in seven countries.



<sup>1</sup> Regenerative Agriculture is a holistic approach to farming which aims to produce high-quality crops while also restoring the natural rhythm of our surrounding ecosystem.

# HARMONY WHEAT

## CONT.



**17 MILLION BEES  
30 BUTTERFLY SPECIES**

Observed in Harmony fallows at harvest 2022



### Expanding Our Impact in 2022

Approximately 98% of the wheat volume needed for our Europe business biscuits production was grown under the Harmony charter by the end of 2022. We had the aim to reach 100% by the end of 2022 but missed by less than two percentage points because of unfavorable climatic conditions in the last two years, including extreme wet conditions during the harvest in 2021 and drought in 2022. To hedge potential climatic disruptions and evolving needs in our factories, we have started to book additional wheat volumes in the 2022-2023 wheat cycle to help to secure 100% wheat needs coverage in the future.

As protecting local biodiversity, pollinators in particular, is one of the critical challenges in wheat farming, we have multiplied by four the surface of melliferous fallows over the last decade, reaching over 1,800 hectares throughout Europe in 2022. We estimated over 17 million bees and 30 butterfly species in our Harmony melliferous fallows at harvest 2022.

We promote the importance of our Harmony program for the environment to consumers, through TV, digital, in-store, and PR campaigns.

### Accelerating Our Progress with Harmony Ambition 2030

Harmony Ambition 2030 will accelerate the program's progress through an across-the-board embrace of Regenerative Agriculture, a holistic approach to farming which aims to produce high-quality crops while also restoring the natural rhythm of our surrounding ecosystem.

Harmony Ambition 2030 will focus on making a lasting impact across three key areas: environment, farmers, and consumers.

#### 1. Environment:

Harmony Ambition 2030 aims to help mitigate climate change and reverse biodiversity losses by implementing a strengthened charter of regenerative farming practices. These practices will help reduce GHG emissions from Harmony wheat fields. For example, we will ask our participating farmers to diversify crop rotation by including legumes to help optimize fertilizer use, the main source of GHG emissions in wheat farming. We will also take an ambitious approach to biodiversity protection in European wheat farming by widening action from Harmony plot to whole farms, and from pollinators to overall wildlife. Harmony farmers will aim to eliminate the most damaging pesticides, including glyphosate and neonicotinoids.

#### 2. Farmers:

To support Harmony farmers in their transition to Regenerative Agriculture, we will create the Harmony Academy, which will provide farmers with a holistic package of digital and on the ground training. In addition, we will aim to equip farmers with digital tools to help them record farming practices, calculate environmental impact KPIs, and improve the efficiency of reporting. These tools will help empower farmers to measure their own environmental impact, informing and supporting future sustainable decision-making on farms.

#### 3. Consumers:

A new program, run by Mondelēz International's own research team, will look to research more sustainable wheat and its impact on quality.

To support Harmony Ambition 2030, the program will be guided by a newly-created Harmony Council. The Council will be an independent panel of scientific experts from external organizations such as Arvalis (a French technical institute run by farmers), INRAE (a world leading research organization in agriculture, food, and environment), and Noé (a biodiversity NGO), who will provide strategic recommendations designed to support our commitment to Regenerative Agriculture.

**“Harmony Ambition 2030 is a key part of our sustainability strategy. We are working with our local farmers and partners across Europe to help create an environment where the wheat for our well-loved biscuits is grown in thriving and biodiverse environments. All this is part of our long-term business growth ambition and mission to offer consumers the right snack, for the right moment, made the right way.”**

**Peter Seymour**  
Senior Vice President Marketing & Strategy, Europe  
Mondelēz International



# HARMONY WHEAT CONT.



## Investing to Further Develop Knowledge on Climate Change Mitigation in Wheat Farming

In line with our continuous improvement mindset, we are aiming at identifying new levers for our farmers to support Harmony Ambition 2030, especially to help decrease GHG emissions from wheat production. In 2022, we kicked-off an on-field initiative, implemented in a selection of Harmony cooperatives in various regions of France, with the aim to modernize our biscuit wheat portfolio. We are screening the biscuit wheat varieties based on their optimal environmental, technological and farmer profitability performance in multiple sites. Learnings out of this pilot project will be shared with our wheat chain via the Harmony Academy before being deployed more widely on the field.

**“We kickstarted Harmony Ambition 2030 with a test and learn model in France in 2022, with participating farmers sowing Harmony wheat under our new Regenerative Charter for harvest in 2023. This strengthened charter of farming practices was built hand-in-hand with our wheat chain through a series of workshops, including 40 stakeholders and participants. We are excited to take the learnings from this pilot and apply them to a wider European roll-out over the next few years, starting with Belgium in 2023, Central Europe in 2024, followed by Spain and Italy in 2025.”**

**Marie Ellul-Karamanian**  
Harmony Program Lead  
Mondelez International



## Pioneering More Sustainable Wheat with Our Brands in 2023

To continue our focus on enhancing biodiversity, we will involve our consumers in a pioneering initiative to help protect wild bees through our Local Heritage Brands. It all starts from a simple insight: wild bees are important (75% of global food crops producing fruits or seeds for human use as food depend, at least in part, on pollinators),<sup>1</sup> but they are threatened (40% of pollinators species, especially bees and butterflies, are threatened with extinction),<sup>1</sup> mainly due to a lack of food sources and destruction of their habitat. The Harmony program is already addressing the lack of food sources with its actions in favor of biodiversity. Indeed, the charter requires that each participating farmer sets up at least one action in favor of biodiversity, with a specific focus on pollinators, for example dedicating a minimum of 3% of Harmony wheat field to honey fallow flowers or implementing hedges or melliferous intercrops on Harmony fields right after harvest.

As part of the initiative, we are creating bee hotels installed in Harmony melliferous fallows, starting from Spring 2023. These bee hotels have been designed specifically for wild bees, with the support of the NGO Noé, and have been handcrafted in France using natural materials. With approximately 6,000 holes made of different materials, the bee hotels will allow many potential insects to nest and reproduce. To date, we have installed 32 bee hotels in Europe, including 10 in Spain, 9 in France, 8 in Czech Republic, and 5 in Italy, which could in theory allow over half a million new bees to live after the first year. To engage consumers in the protection of biodiversity and the safeguarding of wild bees specifically, four biscuit brands – LU in France, Fontaneda in Spain, Opavia in Czech Republic, and Oro in Italy – have launched this initiative in Spring 2023.



**“As farmers, we have a large responsibility to feed the world and it is therefore critical we continue enhancing the health of our soil. The earlier we implement Regenerative Agriculture practices on the ground, the larger the benefits we will have.”**

**Pawel Kaczmarek**  
Harmony Farmer,  
TopFarms, Poland



<sup>1</sup> Source: Food and Agriculture Organization of the United Nations, Why bees matter, May 2018.

# NORTH AMERICA WHEAT



## Working Together

In North America, we have been actively working to gather on-farm data to improve measurement of environmental topics like water and GHG emissions, while identifying key impact areas for improvement in both precision agriculture and conservation agriculture. Some of the wheat farmers we are collecting data from have already adopted practices that help protect the soil and optimize fertilizer use, such as using cover crops, implementing crop rotation, and practicing reduced tilling.

Since 2015, we have collaborated with Michigan State University (MSU) and our supplier of soft white winter wheat, Cooperative Elevator Co., an agricultural cooperative based in the thumb of Michigan and established over 120 years ago. Together, we have engaged a group of over 100 family farmers to anonymously track their farming practices, use of inputs such as fertilizer, and their yields. Through this program, participating farmers can track their own year-over-year performance, as well as benchmark themselves versus peers to develop improved agricultural practices while optimizing yields.

## Learning Together

The study shows how these improvements are driven by better data, enabling better decision-making by farmers. Once the project report is ready after each harvest, the growers in the program receive their individual reports and attend an annual meeting where we go over the program's aggregated data and environmental results. The meeting is hosted by the Cooperative Elevator Co. and the data is presented by their lead agronomist. The growers have the opportunity to ask questions about the data and learn best practices from each other. We also take the opportunity to share an update about our corporate goals, sustainability agenda, and ambition.

Collectively, the program forms a group of common practices with a harmonized goal of producing the highest quality wheat mindful of the ecological footprint. Its success has encouraged the Cooperative Elevator Co.'s agronomy team to make the program's learnings more widely accessible to all their growers including those outside the program.

## Adopting Science-based Tools

In 2020, after listening and incorporating feedback from growers in the program, we became a member of Field to Market: The Alliance for Sustainable Agriculture. We also adopted Field to Market's Fieldprint Calculator, an industry standard science-based tool that allows us to gather information on-farm in a more efficient way.

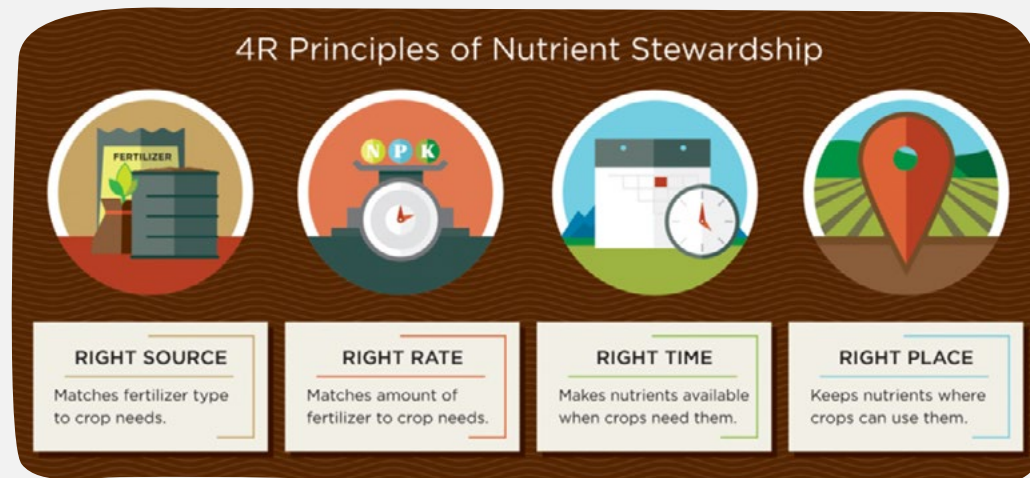
We continue to be an active member, learning from peers in the market and contributing to the evolution of the alliance. In 2022, we deepened our understanding of the metrics gathered and the application of science-based metrics on wheat fields. The results allow us to solidify an on-the-ground baseline and help shape the program with the goal of improving the environmental footprint of the wheat we source.

## SUPPORTING THE 4-RS

**"We support our supplier Cooperative Elevator Co.'s 4-R fertilizer placement strategy, whereby trained, certified, and dedicated agronomists determine the Right Source, Right Rate, Right Time, and Right Place for a specific operation in order to allow fields to be farmable for years to come. The aim is to be the best stewards of the land, to make it possible to feed the world for years to come."**

To learn more visit the Coop Elevator's [website](#).

### 4R Principles of Nutrient Stewardship



# DAIRY

We continue to work closely with farmers and other partners to enhance the sustainability of our dairy sourcing.

## OUR GOAL PROGRESS

**73%**

Dairy supply sourced from suppliers with formal animal welfare standards.<sup>2</sup>



### Driving Down Carbon Emissions from Dairy

Dairy accounts for approximately 21% of our overall carbon footprint, and we are focused on driving this down. By 2025, we aim to reduce end-to-end CO<sub>2</sub>e emissions by 10%.<sup>1</sup>

We see animal welfare as inseparable from the climate impact of dairy farming – there is a clear link between healthy, productive animals and lower emissions. So we are working with farmers on both fronts – to decrease emissions and improve animal welfare. Typical elements for carbon improvement at a farm level include the selection of feed sources, fertilizer and slurry usage, herd health, and yield from forage.

We have initially focused on our liquid milk supply, where we can work with our dairy suppliers. This is a key step towards working with our remaining supplier network to encourage them to monitor carbon emissions on farms, set reduction targets, and report on progress.

### Taking Action

We work closely with dairy suppliers to encourage and support them in measuring CO<sub>2</sub>e and taking action to reduce, track, and report on carbon emissions yearly. Currently, suppliers providing 86% of our dairy spend are committed to doing a baseline and starting actions on CO<sub>2</sub>e reductions. In 2022, we started a system of grants to support members of cooperatives in the reduction of carbon emissions. Projects are both direct and indirect, including renewable energy, livestock management, and welfare and tree-planting.



### Making Progress

Throughout the year, a number of farmers who we work with across Europe made commitments and progress in reducing carbon emissions.

In the UK and Ireland, 100% of farmers supplying milk for *Cadbury Dairy Milk* are tracking their GHG emissions on farms and working on action plans to reduce emissions. Approximately 70 farmers in the Selkley Vale group, for example, have completed their baseline and are in year two of their reduction program – to date, achieving an 8% reduction vs. baseline. This is equivalent to taking over 6,000 cars off the road.

85% of dairy farmers who supply *Milka* in the Alpine region (Lactallis-Ravensburg) have completed their baseline and are also in year two of their reduction program - to date, achieving a 4% reduction vs. baseline.

Moreover, FrieslandCampina Professional has signed a four-year agreement with us to reduce by 14% the carbon emissions of milk supplied by FrieslandCampina's member dairy farmers. The broad set of on-farm initiatives to work towards achieving this goal range from optimizing water management to improving manure storage and biodiversity.

### Testing New Techniques

Together with Olam Food Ingredients (OFI), we have started a pilot program in Poland with the support of Wageningen University to baseline a number of local farms and test new techniques aiming to reduce 10% of CO<sub>2</sub>e by 2025.

With Molkerei Ammerland and Milchlieferungsgenossenschaft (MLG), we committed to baseline a number of local farms in northern Germany with the aim to achieve an 8 to 10% reduction of CO<sub>2</sub>e by 2025.

In Spain, we have started discussions with our supplier Calidad Pascual to help drive baselining efforts and start a local reduction program.

**“Working with Mondelēz International and our suppliers in Poland can allow for traceable improvements of the climate footprint from the dairy farms until the final product. We are collaborating on a sustainability program in Poland to assess, define and implement the interventions needed to reduce the GHG emissions on dairy farms to help meet our shared goals for climate-friendly dairy, paving the way for net-zero and regeneration of natural capital.”**

**Andreas Zweifel**  
Head of Sustainability Dairy  
OFI



<sup>1</sup> Annual GHG emissions are accounted for following the GHG Protocol Corporate Standards and using the operational control approach. Reporting includes activities of all Mondelēz International subsidiaries across all regions, except those acquired after December 31, 2021. All acquisitions until 2021 are incorporated in our GHG emissions for 2018, 2021 and 2022. In the reporting year 2022, we have recalculated our base year, 2021 and 2022 inventory following the GHG Protocol Corporate Standards. For more details, please see the Carbon Accounting Manual.

<sup>2</sup> Excludes materials procured by third-party external manufacturers & co-packers for use in manufacturing Mondelēz International finished goods.

# DAIRY CONT.



## Improving Animal Welfare

The Alpine Charter also requires farmers to work to continuously improve animal welfare and rewards them for improvements in key animal health indicators, such as somatic cell count and total animal losses.

Our animal welfare programs involve setting clear expectations with our suppliers and taking feedback from external experts to drive continuous improvement. Our supplier expectations are reinforced through regular tracking and reviews via our supplier management process, ensuring that specific topics such as dehorning and antibiotic management procedures are kept high in priority. We also carry out an annual dairy supplier sustainability survey, which captures the percentage of their supply covered by formal animal welfare schemes, including whether farms are subject to third-party animal welfare audits, which welfare schemes and standards are applied, the average arithmetic somatic cell count as an indicator of general herd health, and their policy on the use of antibiotics on their farm. In 2022, approximately 73% of our dairy supply was sourced from suppliers following formal animal welfare standards.

## Providing Guidance

We provide guidance to suppliers, which starts with asking them to know their on-farm GHG emissions footprint and share their plans for reduction by 2025. Suppliers can use any GHG calculation tool provided it follows the International Dairy Federation (IDF) methodology.

The first action we ask suppliers to take is to examine their livestock feed sourcing and to ensure any soy is certified or sourced from a no-deforestation risk location.

## Working in Partnership Across Industry Platforms

Partnerships are critical for achieving our goals. In 2021, we joined the Sustainable Agriculture Initiative (SAI) Platform, to work with industry, research institutes, and peers to advance sustainability in dairy and crops through shared standards and creating consensus to raise the bar. We are participating members in the Dairy working group and Dairy Sustainability Partnership.

We are also supporting Danone's Margarita program with smallholder dairy farmers in Mexico. Running since 2011, Margarita aims to strengthen dairy farming in Mexico by consolidating resilient business models and farming systems. As part of this program, we are helping to build successful farming businesses that can grow more sustainably with healthy livestock and extended environmental stewardship.

As well as working directly with our suppliers, we recognize the benefits of sector collaboration. This is why we have joined with Field to Market, Cool Farm Alliance and SAI Platform to collaborate on best practices with an aim to advance more sustainable agriculture supply chains.

## Cage-free eggs

We use eggs as ingredients in a few of our products. We are striving for virtually 100% of our egg supply globally to be cage-free by 2025 (excluding Ukraine and Russia), to have a positive impact on animal welfare while maintaining food safety and quality standards.

At the end of 2022, approximately 43% of eggs supplied globally were cage-free, excluding Russia and Ukraine volume.<sup>1</sup>

We are part of a joint industry call to the EU Commission and Members of the EU Parliament, seeking a phase out of the use of cages in animal farming, and a revision of animal welfare legislation to ban the use of cages in animal farming across the EU. In other countries and regions where cage-free supplies are more challenged and consumer demand is lower, we engage in dialogue with suppliers, governments, and other stakeholders to encourage the availability of viable cage-free supplies.

## Turning Waste into Food for Cage-Free Eggs Chickens

In Vietnam, we have provided seed funding of \$30,000 for Green Connect, a social enterprise to scale up and transform food waste and organic trash into feed to raise cage-free eggs chickens. In 2022, Green Connect was able to collect about 5 tonnes of food waste per month from our factory in Vietnam. The aim is to collect 20 tonnes of food waste per month in 2023 (18 tonnes of organic food waste and two tonnes of egg shells).



<sup>1</sup> Goal and reported information excludes Russia and Ukraine (Russia to be determined and Ukraine by 2027). Excludes eggs procured by third-party external manufacturers & co-packers for use in manufacturing Mondelez International finished goods. The term "egg(s)" means egg(s) produced by hens (female chickens).

# PALM OIL

We remain fully focused on sourcing palm oil more sustainably – working with partners on all fronts, from tackling deforestation to helping to protect the rights of people along the supply chain.

## OUR GOAL PROGRESS

# 100%

In 2022, we again achieved our 2025 goal of sourcing 100% of our palm oil from suppliers aligned to our Palm Oil Action Plan (POAP).

Additionally, we continued to achieve 100% Roundtable on Sustainable Palm Oil (RSPO) certified palm oil sourcing in 2022.<sup>1</sup>

## Working Together for Sustainable Palm Oil

Since we first published our Palm Oil Action Plan (POAP) in 2014, we have been working with our suppliers and across industry to help transition the sector to a more sustainable supply of palm oil.

We believe that when palm oil is produced and supplied responsibly, it has the potential to benefit people and nature thanks to its high efficiency and contribution to socioeconomic progress in the rural locations where it is grown. But we recognize more needs to continue to be done to help ensure the protection and promotion of nature, wildlife, people, and climate. To this end, we support legislation in the EU and elsewhere on the sourcing of deforestation-free palm oil and will work along our supply chain to ensure adherence to enhanced requirements.

## Enhancing More Sustainable Sourcing

We are working with our suppliers with the aim to source palm oil that is free from deforestation, conversion of other natural ecosystems, and exploitation of people. All potential new suppliers of palm oil to our company must successfully complete a robust, third-party supported supplier qualification process. Only suppliers that demonstrate full alignment with our requirements and expectations as outlined in the POAP are approved to supply to us. POAP requirements and expectations are also embedded in our contracts with all existing suppliers of palm oil to our company.

As of the end of 2022, we continued to source 100% of our palm oil from suppliers aligned to the POAP. We also maintained 100% palm oil RSPO Certified.

## Assessing Alignment

We don't just require suppliers to ensure sustainable and traceable supply to our company. Indeed, we were the first multinational consumer goods company to require suppliers to trace all the oil they sell, not just the oil they sell to us. We track supplier alignment to our POAP and continuous improvement toward more sustainable supply chains, via the Palm Oil Transparency Coalition (POTC) Trader & Supplier Assessment and our annual palm oil supplier questionnaire. The results of these assessments are aligned with our sourcing strategy, where we maintain business with suppliers aligned with our requirements and expectations, and exit those that are not.

## Enhancing our Supplier Management

Looking ahead, we will be working with our partners at Peterson Control Union (PCU) and ProForest to enhance our supplier management processes and verify supplier reported information. We are also adopting the No-Deforestation, No-Peat, and No-Exploitation Implementation Reporting Framework (NDPE IRF). The NDPE IRF is a common reporting framework used across the sector to monitor adoption and successful implementation of NDPE upstream from the refinery. We will henceforth require our suppliers to submit NDPE IRF profiles of shared suppliers annually. These profiles will be verified by PCU. We will isolate underperforming suppliers and take action via our direct suppliers to ensure we move shared suppliers to "Progressing" or "Delivering" status.

## Taking Accountability

Our POAP aims to minimize the risk of deforestation, conversion, and exploitation occurring in our supply chain. However, we acknowledge that sometimes issues do still occur. We, therefore, operate a robust third party-supported grievance process to ensure issues are investigated and non-compliant suppliers are held to account.

When there is a significant breach of our requirements, we suspend that supplier from our supply chain and engage with them to ensure a time-bound action plan is fully implemented and the issues fully remediated. Before re-entering these suppliers into our supply chain, a re-entry assessment is completed and reviewed by a third party. Only suppliers that demonstrate alignment with our POAP are re-entered.



<sup>1</sup> Excludes palm oil procured by third-party external manufacturers & co-packers for use in manufacturing Mondelez International finished goods.

# PALM OIL CONT.



## Ensuring Transparency

By the end of 2022, our suppliers reported that approximately 99% of the palm oil we source is traceable to mill, with approximately 88% traceable to the plantation.

Annually, we require our suppliers to share the list of mill crushers active in our shared supply chains. Supplier reported data is checked against public and proprietary information and is reviewed, deduplicated, and improved continuously via a process supported by our partners at ProForest, PCU, and Satelligence. Following this process, we publish our annual mill list on our company website to ensure transparency.

Satelligence takes mill data and available concession maps to trace our extended supply chains in Malaysia and Indonesia back to production-level. This represents approximately 88% of the total volume of palm oil we source. Where concession maps don't exist, we assume that a mill may be sourcing from all locations within a 50km radius of its location. Once our supply chain is mapped, Satelligence satellite monitoring is used to identify and alert us to potential deforestation events where we may need to act.

Additionally, we require our suppliers to deploy satellite monitoring along their upstream supply chains.

In 2023, we are working with Satelligence and PCU to enhance supply chain transparency via more robust data verification and enhanced systems capabilities.

## Collaborating

In 2022, we accounted for less than 1% of total global demand for palm oil. As such, we recognize that we alone cannot transition the sector to a more sustainable supply. That's why we lead or are active participants in leading global organizations focused on improving the palm oil supply chain, including the Consumer Goods Forum Forest Positive Coalition (CGF FPC), Consumer Goods Forum Human Rights Coalition (CGF HRC), POTC; Palm Oil Collaboration Group (POCG), and Roundtable on Sustainable Palm Oil (RSPO).

Via our leadership and participation, we are working with peer companies to create common standards, tools, and programs of work designed to support the transition to sustainable palm oil supply and protect critical landscapes.

## Investing in Palm Oil Landscape Programs in Indonesia and Malaysia

As co-lead of the CGF FPC Production Landscapes group, we aspire to bring about large-scale change through investments in landscape programs in Indonesia and Malaysia. These programs are centered on responsible production and more sustainable supply of palm oil within the most sensitive locations we source from. In North Sumatera and Aceh, Indonesia, we have been a Coalition Sustainable Livelihood (CSL) initiator and member since 2018.

In 2021, we began partnering with Conservation International to invest in an agroforestry project in North Sumatera. The aim is to advance social forestry programs, as well as provide guidance for future investments intended to promote the transition to more sustainable palm oil supply in the region. Approximately 120 stakeholders are involved in this project, with two landscapes prioritized for action.

In 2022, we established a new partnership with the Global Palm Oil team at WWF to promote sustainable production of palm oil and raise awareness about high conservation value areas. This project has a two-fold approach. Firstly, to build the capacity of key stakeholders in the palm oil value chain to conduct HCV assessments in Sabah, Malaysia. This will allow us to better manage and protect critical landscapes and promote responsible and sustainable production by plantation owners and operators. Secondly to raise awareness about traceability to plantation tools like WWF's Hamurni, which will facilitate greater supply chain transparency and accountability. By encouraging the adoption of sustainable practices among plantation owners and operators, we hope to promote greater environmental stewardship and contribute to the long-term viability of the palm oil industry.



HCV Accessors Training Course in Tawau, thanks to support from the WWF Global Palm Oil Team and Mondelez International.





# HAZELNUTS



## Hazelnuts

Most of the world's hazelnut production comes from Türkiye. Research, including studies conducted by the [US Department of Labor](#) and the [Fair Labor Association](#), have noted the risk of child labor in the Turkish hazelnut sector, which relies on migrant workers during the harvest season, who often travel to the hazelnut-growing regions with their families.

To help address this risk, we have joined forces with peer companies, the International Labor Organization (ILO) and the Turkish government in a multi-stakeholder [program](#) coordinated by CAOBISCO.

The Public Private Partnership, implemented by ILO, focuses on three pillars of action: direct intervention, capacity building, and awareness raising.

### Direct intervention:

Provide safe spaces and educational opportunities for workers' children during the hazelnuts harvest and the appropriate support to children found in child labor.

### Capacity building:

Enhance national and local government capacity to identify and support children who are at risk of child labor in seasonal hazelnut harvesting.

### Awareness raising:

Build broader awareness among seasonal workers and their families, hazelnut orchard owners, and people more broadly in hazelnut-growing regions on children's rights and the dangers of child labor. This initiative, which we co-chair, delivered strong results in 2022 with children benefiting from directed intervention across five hazelnut producing provinces, and families who migrate for the harvest benefiting from counseling and awareness raising activities.

In addition, we have joined forces with one of our hazelnut suppliers, investing specifically into their hazelnut program to help effect change at the farm - and worker-level on good agricultural, social, and recruitment practices. These include promoting women's empowerment, helping to address root causes of child labor, and capability building across responsible recruitment elements.

In 2022, the program made strong progress, including:

- Personal protective equipment (PPE) and hygiene kits were provided to workers
- Men and women were trained on factors and social practices such as workers' rights in agriculture, child safety, first aid as well as occupational health and safety
- Health screenings were provided to women in the harvest and origin provinces
- Washing machines, mobile showers, and refrigerators were purchased for two villages where seasonal workers lived
- Children were reached by educational initiatives either through provision of education kits or summer schools



# COLLEAGUE & COMMUNITY WELL-BEING

As part of our strategic commitment to Snacking Made Right, we aim to have a long-term positive impact on our colleagues, who are at the heart of advancing our business, and on the communities in which we live, work and touch. This includes championing diversity, equity and inclusion (DE&I), and using our scale, investment and resources to support and advance communities around the world.

**5.5%** We aim to double Black management representation percentage in the U.S. by 2024 (2020 base of 3.2%). At the end of 2022, Black employees held approximately 5.5% of management roles (defined as Director and above) in the U.S., an increase of over 70%.<sup>1</sup>

**40%** We are on track to double Women in Executive Leadership by 2024 (baseline 2018). At the end of 2022, women held nearly 40% of executive leadership roles (defined as the Mondelez Leadership Team plus one level below), up from 18% in 2018.<sup>2</sup> Additionally, women held approximately 41% of global management roles (defined as Director and above).

We highlight progress against these goals on pages [56](#).

<sup>1</sup> Management is defined as Director and above. Reported information against our Black management representation goal in the U.S. includes acquisitions/ventures in the U.S., which were announced in 2021 or earlier, and is based on self-identification by employees for diversity and inclusion metrics. The Company's representation goals are aspirational in nature; Mondelez International will continue to hire and promote the best qualified candidates through employment practices that are consistent with applicable laws.

<sup>2</sup> Reported information includes acquisitions/ventures globally, which were announced in 2021 or earlier, and is based on self-identification by employees for diversity and inclusion metrics. The Company's representation goals are aspirational in nature; Mondelez International will continue to hire and promote the best qualified candidates through employment practices that are consistent with applicable laws.



# LEADERSHIP & GROWTH CULTURE

Building a winning culture across Mondelez International is one of the four strategic priorities at the core of our long-term business growth strategy. Culture is fundamental to building capacity for more sustainable business growth and unlocking operational excellence – enabling our strategic commitment to Snacking Made Right.



To support the acceleration of our growth, we are becoming more agile, digital, and local-consumer focused. We focus on attracting, developing and retaining deep and diverse talent, aim to build future growth capabilities and work to promote a thriving culture of engagement. We have given our local teams more autonomy to drive commercial and innovation plans as they are closer to the needs and desires of consumers. We will continue to leverage the efficiency and scale of our regional operating units while empowering our local and commercial operations to respond faster to changing consumer preferences and capitalize on growth opportunities.

## Deep and Diverse Talent

We're continuing to invest in internal talent development – providing broad based and accelerated leadership development programs, early careers programming, mentoring, and on-the-job experiences and for colleagues across all levels. Our development programs equip our colleagues with future forward leadership competencies and capabilities with bespoke programs designed to accelerate high potential talents. Our early careers and new management trainee programs have provided next generation diverse talent with opportunities to gain experiences across functions. Further, mentoring programs continue to provide support to our top talent resulting in internal sufficiency and retention. All of these efforts continue to build a deep and diverse internal sustainable pipeline for the future.

### GENDER AND RACE PROGRESS

	2019	2020	2021	2022
% of our board of directors who are women	25%	25%	25%	33%
% of our executive management (defined as Mondelez Leadership Team plus one level below) team who are women	31%	34%	39%	40%
% of our management positions (defined as Director and above) globally who are women	37%	38%	39%	41%
% of U.S. Black management representation	NA	3.2%	5.1%	5.5%

## Embedding Future Growth Capabilities

We're significantly upgrading commercial growth capabilities within our current and future leaders – to firmly establish Mondelez International as a leading digital and agile organization. Our approach includes creating integrated agile processes to drive simpler ways of working; launching a new General Manager Academy to advance commercial excellence; driving Revenue Growth Management capabilities and expertise in pricing; embedding digital learning and capability building across functions; and increasing local teams' exposure and expertise in driving strategic acquisition and integration activities.

## Thriving and Engaged Organization

We want to remain an organization known for investing and building top talent – continuously developing, empowering and protecting the well-being of our people, while ensuring inclusivity. So, we have established a Flexible Working Pledge, and we're focusing on hybrid workplace solutions that encourage better work-life balance, attract a broader and more diverse workforce, reduce environmental impact, and improve productivity. In addition, our holistic employee well-being program is designed to address the changing needs of our colleagues across three key dimensions: Mind, Body and Connection. Through these and other initiatives, we aim to achieve top-tier engagement results on global benchmarks.

The 2022 EEO-1 report will be posted to [mondelēzinternational.com](https://mondelēzinternational.com) as it becomes available in line with EEO-1 submission.

### U.S.-BASED EMPLOYEE DEMOGRAPHICS

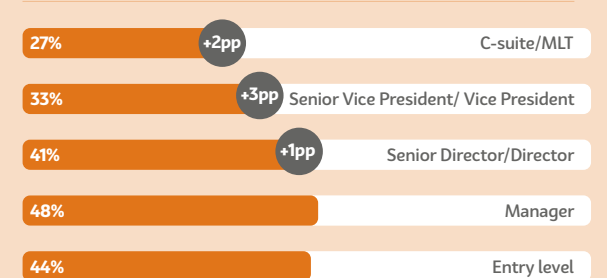
	Non POC <sup>1</sup>	POC
US-based Senior Executives (F+)	62%	39%
US-based Management (All Banded)	66%	34%
US-based New Hires – Management (All Banded)	64%	36%
US-based All Mondelez	60%	40%

**“At Mondelez, we recognize that work is a social determinant of health and appreciate further that employee well-being is influenced by the workplace, from the physical environment to leadership and relationships with coworkers. That’s why we are committed to cultivating a workplace that protects the health of our workforce and a culture that promotes overall well-being. We are laying a foundation to support our colleagues in their health journey and for them to thrive at work, at home and in the community. We aim to be inclusive and equitable in all our health-related endeavors. As a physician advocating for patients and workers, I understand that each individual’s experience is unique and complex. In caring for our colleagues around the globe, we are purposefully taking a holistic approach to bring to life the 3 pillars of The Right You - Mind, Body, and Connection.”**

Anh T. Tran, MD, MPH, FACOEM  
Global Health Sr. Director – HSE  
Mondelez International



### WOMEN IN LEADERSHIP



<sup>1</sup> Person of color.

# DIVERSITY, EQUITY & INCLUSION (DE&I)

Guided by our purpose, mission and values, we strive to champion diversity, inclusion, and economic empowerment for our colleagues, culture and communities.



## Our DE&I Strategy

### Active & Purposeful DE&I Community

Building a global DE&I community will better inspire, connect, and recognize colleagues around the world, and reflect the diverse global needs and perspectives of our consumers and our colleagues.

### Women in Leadership

As part of our Vision 2030, we aspire to reach gender parity across our management team and within our business leadership teams. By 2024 we aim to double representation of women in executive leadership roles (2018 base of 18%).<sup>1</sup>

### Inclusive Bias-Free Workplace

We believe that a winning growth culture will help promote higher employee engagement and better business performance.

## Leading From the Top

Our DE&I commitment is led from the top and driven throughout the organization by our Management Leadership Team, Board of Directors and Mondelēz Diversity, Equity & Inclusion Steering Committee. As an important step in our DE&I journey, we established a team, including C-suite officers, our Chief Global Diversity and Inclusion Officer, and other key senior leaders, charged with collectively setting the strategy and DE&I commitments across the organization. We also include talent, engagement, and DE&I aspirational goals as part of our ESG strategic progress indicators within our annual incentive plan for our CEO and other senior leaders.

**“We strongly believe that greater diversity of perspectives, approaches, partners, and employees brings about better business outcomes, and benefits for everyone involved. That’s why we are dedicated to building a more diverse, inclusive and equitable world – socially and economically – for our colleagues, culture and communities.”**

**Robert Perkins**  
Chief Diversity, Equity and Inclusion Officer  
Mondelēz International



## OUR GLOBAL DE&I GOALS

We have established long-term goals to guide our investments, and activities to advance DE&I across three key focus areas: colleagues, culture and community. We share progress against these goals in the following pages.



### Colleagues

- Establish aspirational representation goals that reflect the diversity of the local marketplace.
- Appoint a Global DE&I Officer accountable to the Chief Human Resources Officer, CEO and the Board.
- Launch mentoring and leadership development programs focused on accelerating development.
- Aim to utilize diverse slates for open roles.
- Expand investment in early careers program.



### Culture

- Implement DE&I performance scorecards for all business and functions.
- Invest in multi-year education to build cultural competence for all employees.
- Mobilize brands and marketing partners to drive change, equity, and inclusion.
- Recognize, celebrate and advocate for inclusive cultures and communities.



### Community

- Aim to spend \$1 billion with minority and women owned businesses by 2024.
- Enable 100% of our business to have partnerships supporting locally-relevant underrepresented communities.
- Promote our diverse and inclusive culture through reporting, storytelling, and volunteering.

The 2022 EEO-1 report will be posted to [mondelēzinternational.com](https://mondelēzinternational.com) as it becomes available in line with EEO-1 submission.

<sup>1</sup> Reported information includes acquisitions/ventures globally, which were announced in 2021 or earlier, and is based on self-identification by employees for diversity and inclusion metrics. The Company’s representation goals are aspirational in nature; Mondelēz International will continue to hire and promote the best qualified candidates through employment practices that are consistent with applicable laws.

# OUR RACIAL EQUITY JOURNEY

We are committed to realizing true change at Mondelez International and to transparently reporting on our progress to help advance racial equity and work towards meeting our DE&I goals. We have established short and long-term goals against our three strategic DE&I pillars – colleagues, communities and culture – in each of our business, and specific DE&I aspirational metrics are part of our strategic scorecard within our annual incentive plan for the CEO and other senior leaders.

In 2022, we announced in the United States and Canada that Mondelez International has commissioned a third-party racial equity audit as part of its ongoing commitment to advancing DE&I. The audit, conducted by law firm WilmerHale LLP, will assess, inform, and help further evolve Mondelez International’s DEI strategy; and aligns with our efforts to be transparent and accountable as it works to build a globally diverse and inclusive community.

## KEY HIGHLIGHTS

### Colleagues

**57%**

Diverse talent placement in our U.S. early career program in 2022, tripling our placements from Historically Black Colleges and Universities (HBCUs) since 2020<sup>1</sup>

**72%**

Increase in U.S. Black management representation percentage from 3.2% in 2020 to 5.5% in 2022

**22%**

Increase in U.S. Hispanic management representation from 11% in 2021 to 13% in 2022<sup>2</sup>

**8%**

Increase in U.S. Asian management representation from 12% in 2021 to 13% in 2022<sup>2</sup>

### We are Committed to Equal Pay for Equal Work

We are committed to equal pay for equal work, regardless of gender, race, or ethnicity. To deliver on that commitment, we benchmark and set pay ranges based on market data and consider various factors such as an employee’s role and experience, job location and performance. We also regularly review our compensation practices to promote fair and equitable pay.

In 2022, our pay gap between male and female employees was less than 1%.

Additionally, in the U.S., our 2022 independent pay equity analysis found no systemic issues and no negative pay gap between non-white and white employees performing substantially similar work.

With the support of an independent third-party expert, we conduct global pay equity reviews comparing employees in the same pay grade within a country/area to help identify any unsupported distinctions in pay between employees of different genders and races (as permitted by local country law). We are then able to proactively address identified gaps.

### Culture

#### 2022 Engagement Survey Results

We achieved year-over-year gains on several DE&I-related items including reaching above benchmark on sense of belonging by 3 points.

### Community

**\$510M**

In spend with minority and women owned businesses in 2022.<sup>3</sup>

**\$4.5M**

Investment over three years, beginning in 2021, as a Lead National Partner for Boys & Girls Clubs of America’s Youth of the Year program.

**\$4M**

Combined investment in financial assistance, immersion/boot camps and professional development to the Thurgood Marshall College Fund over five years, beginning in 2021.



<sup>1</sup> Reported information for early career programs in the U.S. includes acquisitions/ventures in the U.S. announced in 2021 or earlier.

<sup>2</sup> Reported information for U.S. Hispanic and U.S. Asian management representation includes acquisitions/ventures in the U.S., which were announced in 2021 or earlier, and is based on self-identification by employees for diversity and inclusion metrics. The Company’s representation goals are aspirational in nature; Mondelez International will continue to hire and promote the best qualified candidates through employment practices that are consistent with applicable laws.

<sup>3</sup> Reported information for the period from January 1, 2022 to December 31, 2022 includes spend from women and minority owned businesses, and excludes spend from small businesses (which were included in prior years).

# OUR RACIAL EQUITY JOURNEY

## CONT.



### Partnering to Help Close the Opportunity Gap for Youth in the U.S.

In the U.S., we are proud to be Lead National Partner for Youth of the Year, the signature leadership program for Boys & Girls Club youth. Starting in 2021, we are investing \$4.5 million over three years, while engaging with local Clubs year-round to help foster a new generation of leaders prepared to live in and lead a diverse global economy.

### GOALS & PROGRESS

#### GOAL

#### PROGRESS

**Double Black management representation percentage in the U.S. by 2024 (2020 base of 3.2%).<sup>1</sup>**

At the end of 2022, Black employees held approximately 5.5% of management roles (defined as Director and above) in the U.S., an increase of over 70%.

**Double investment in early career programs including with Historically Black Colleges & Universities (HBCUs).**

We achieved 57% diverse talent placement in our early career programs in 2022, tripling our placements from HBCUs since 2020.

**Launch mentorship and leadership development programs focused on accelerating development.**

Sponsored by our Mondelez International African Ancestry Council, and Latino Employee Council, respectively, our mentorship programs in the U.S. have had a tremendous response with participants providing strong positive feedback.

**Invest in multi-year education to build cultural competence for all employees.**

To build inclusive leadership practices and greater cultural competency, we provided our signature inclusivity training for senior people managers.

**Spend \$1 billion with minority and women owned businesses by 2024.<sup>2</sup>**

By the end of 2022, we had spent approximately \$510 million with minority and women owned businesses globally, and we continue to develop, mentor, and bring on new diverse suppliers.

**Mobilize brands and marketing partners to drive change, equity, and inclusion.**

We believe in inclusive marketing – our company and many of our brands became partners with Unstereotyped Alliance in 2021, with the goal of helping to address harmful stereotypes in media and advertising content.

**Enable 100% of our Business to have partnerships supporting underrepresented communities.**

Our Business have community partnerships globally targeted to helping socio-economically disadvantaged communities and promoting racial equity and economic empowerment.

### Helping to Provide Scholarships to Underrepresented Youth in the U.S.

We are proud to partner with the Thurgood Marshall College Fund (TMCf), to provide a combined investment of \$4 million in financial assistance, immersion/bootcamps and professional development to outstanding students attending one of TMCf's member-schools including 47 publicly-supported Historically Black Colleges and Universities (HBCUs) and Predominantly Black Institutions, over 5 years, beginning in 2021

### Gaining Recognition for Building a Culture of Inclusivity

In 2022, we received the Garden State Equality Corporate Responsibility Award, in recognition of the work we have done to build a more inclusive organization. This includes a Corporate Equality Index Human Rights Campaign score of 100 in 2022, partnership with PFLAG to support parents of those in the LGBTQ community through our Oreo campaign, internal education and training, and our sponsorship of external LGBTQ community groups.

### Providing DE&I Training Tailored to Manufacturing Sites

In the U.S. we partnered with a woman-owned DEI consulting firm – The NOVA Collective - to create a workshop to provide DE&I training to core teams in our manufacturing plants, including leadership and production teams. The Inclusion Starts with Me training aligned with our core values and focused on each individual's role in building a greater understanding and creating an environment of inclusion. Training was completed at our three largest manufacturing plants in the U.S. throughout the year. Approximately 79% of respondents felt the facilitators created an environment in which it was okay to be uncomfortable and/or vulnerable, and nearly 89% felt that they learned information they could apply immediately at work.

<sup>1</sup> Management is defined as Director and above. Reported information against our Black management representation goal in the U.S. includes acquisitions/ventures in the U.S., which were announced in 2021 or earlier, and is based on self-identification by employees for diversity and inclusion metrics. The Company's representation goals are aspirational in nature; Mondelez International will continue to hire and promote the best qualified candidates through employment practices that are consistent with applicable laws.

<sup>2</sup> Reported information for the period from January 1, 2022 to December 31, 2022 includes actual spend rather than spend attributed to invoices (as in prior years), and includes the following acquisitions: Chipita, Enjoy Life Foods, Give & Go, Perfect Foods, Tates, and EPTA America-7 Days (which were not included in prior years). The term "minority" in this year's reporting includes individuals with disabilities, LGBTQ+, and veteran-owned businesses (which were not included in prior years).

# RACIAL EQUITY AUDIT

We have strong oversight of our racial equality and DE&I efforts. Our Board conducts bi-annual reviews of our DE&I strategy, stakeholder interests, risks and progress with our SVP Chief Global Diversity Officer – both at the Board level and with the People & Compensation Committee.



In 2022, we voluntarily commissioned a third party to conduct a racial equity audit, which will cover U.S. and Canadian aspects of our business.

The focus areas of the audit include:

- DE&I goals and initiatives
- Marketing strategies
- Political contributions
- Environmental and sustainability programs

We have commissioned WilmerHale, a leading law firm with deep civil rights expertise and extensive experience conducting these audits across industries, to conduct the racial equity audit in the United States and Canada. The audit will incorporate input from a range of stakeholders to inform WilmerHale’s assessment of our programs and initiatives.

We will publish findings once the audit is complete, which is likely to be later in 2023.

“We believe this audit will be an important step in our DE&I journey, helping us to gain a better understanding of how we can make a greater impact on both our business and the broader community.”

**Michael A. Todman**  
Mondelēz International Board Director;  
liaison to the full Board for Racial Equity Audit



# ADVANCING GENDER EQUALITY

As a core part of our deep commitment to diversity, equity and inclusion (DE&I) we are actively advancing gender equality throughout Mondelez International – from frontline recruitment through to senior levels of leadership.



## OUR PROGRESS

GOAL	PROGRESS
Double representation of women in executive leadership (defined as Mondelez Leadership Team +1) roles by 2024 (2018 base of 18%). <sup>1</sup>	Nearly 40%

We are on track to double Women in Executive Leadership by 2024 (baseline 2018). At the end of 2022, women held nearly 40% of executive leadership roles (defined as the Management Leadership Team plus one level below), up from 18% in 2018. Additionally, women held approximately 41% of global management roles (defined as Director and above).

## Advancing Equality

In April 2013, we signed the UN Women’s Empowerment Principles to express support for advancing equality between women and men.

We have aspired to:

- Bring the broadest pool of talent to our endeavors.
- Further our companies’ competitiveness.
- Meet our corporate responsibility and sustainability commitments.
- Model behavior within our companies that reflects the society we would like for our employees, fellow citizens and families.
- Encourage economic and social conditions that provide opportunities for women and men, girls and boys.
- Foster more sustainable development.



We welcome the provisions of the Women’s Empowerment Principles – Equality Means Business, produced and disseminated by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the UN Global Compact. The Principles present seven steps that business and other sectors can take to advance and empower women.

We’re advocating for the full participation and equal treatment of women in our enterprises and in the larger community. A broad concept of sustainability and corporate responsibility that embraces women’s empowerment is one of our key goals.

We will strive to collect and tabulate data separately for women and men in our sustainability reporting in accordance with local law, to communicate our progress to our own stakeholders. We’re committed to extending our reporting on gender rights in cocoa farming. To date, we’ve helped to empower women and advocated for equal rights through our Cocoa Life initiative.

We encourage business leaders to join us and use the Principles as guidance for actions that we can take in the workplace, marketplace, and community to empower women and benefit our companies and societies.

In the UK, as required by law, we publish a gender pay gap report which helps us to be transparent in showing how we are making work fair for everyone, regardless of gender. Since the inception of the Sub-Sahara & Africa Business, there has been over 60% of female leaders, all from Africa, consistently on the SSA BU leadership team.

## Promoting Equal Pay in Prague

In 2022 the Toblerone team in Europe partnered in the annual Equal Pay Day conference and mentoring program in Prague aimed at inspiring, sharing and supporting among 24 presenters, 77 mentors and 1,000 female participants. In the keynote speech, Ivana Tůmová, CZ/SK/HU Managing Director, Mondelez International, spoke about diversity in business, in particular the importance of diverse age, gender, and language for the innovation and growth of every company.

## Inspiring Girls to Get Into Sports in India

In India, through the Good Luck Girls Program, we work with parents and other community stakeholders to support adolescent girls to engage in sports, play in public spaces, and aspire to pursue sports as a career. We also encourage them to participate in different sports-related activities. Donating sports kits is a key component of the program, and our colleagues have participated enthusiastically in this through the year. The program has reached over 50,000 girls across four locations through the activities implemented over the year 2022.



## Speak My Mind in China

Mondelez Greater China’s theme “Speak my mind” focuses on inclusive leadership, gender balance, and multi-generational collaboration. Greater China set up the DE&I council to determine the focuses based on growth need of business, organizations and talents. In 2022, an online panel discussion was held which involved external experts, top leaders and front-line young talent. The online panel discussion gained wide attention from the staff with more than 1,400 online views and over 200 comment messages.

<sup>1</sup> Reported information includes acquisitions/ventures globally, which were announced in 2021 or earlier, and is based on self-identification by employees for diversity and inclusion metrics. The Company’s representation goals are aspirational in nature; Mondelez International will continue to hire and promote the best qualified candidates through employment practices that are consistent with applicable laws.



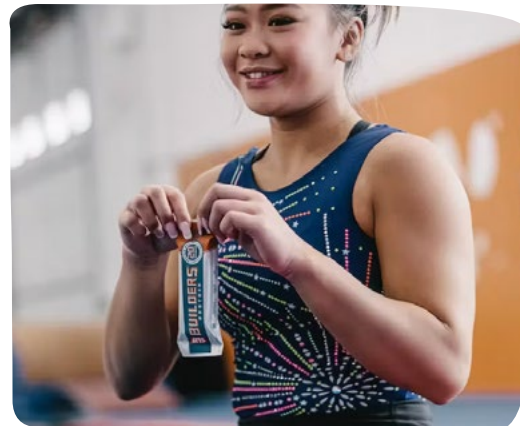
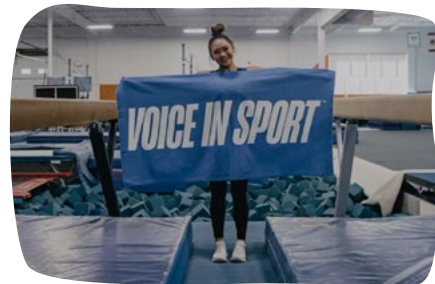
# ADVANCING GENDER EQUALITY CONT.

## Championing Gender Equity in Sport

Our recently acquired *Clif Bar* is working with VOICEINSPORT Foundation to champion equal access to sport for women and girls across the U.S. Twice as many girls drop out of sport compared to boys by age 14 in the U.S., according to the Women's Sports Foundation (WSF) Teen Sport Report, 2018. And according to the National Federation of State High School Associations (NFHS) for 2018-2019, there are 1.13 million fewer opportunities in sport for high school girls than boys in the U.S.

Established in 2020, VOICEINSPORT Foundation is dedicated to closing the opportunity gap in sports as well as supporting women at all critical developmental moments of their sports journey such as breast development, menstruation, and psychological development.

*Clif Bar* is proud to support VOICEINSPORT Foundation in hosting in-person and virtual Title IX trainings across the U.S. to help girls and women understand their rights under the landmark law guaranteeing equal access to sport for girls. Additionally, *Clif Bar* will support establishing VOICEINSPORT Foundation chapters on state college campuses across the country for women and girl student athletes to access educational resources, gain leadership training, and network with women leaders in their area.



## Cadbury and Marabou Partner with Women's Football Teams

We are helping to close the football gender participation gap, through our *Cadbury* brand's partnership with the Republic of Ireland Women's National Team and our *Marabou* brand's partnership with the Swedish Football Association – supporting and encouraging more females into one of the world's most loved sports.

In 2021, *Cadbury* announced that it would become an official snack partner of the Republic of Ireland Women's National Team to boost support for football in Ireland. This followed the announcement by the Football Association of Ireland (FAI), which established equal pay for the Men and Women's National Senior Teams, underlying the deserved support for the team in their quest to reach 2023 FIFA Women's World Cup and beyond.

Building on this, in 2022, *Cadbury* brought in the Women's National Team captain, Katie McCabe, as the brand ambassador to launch a new campaign: 'Become a Supporter and a Half', dedicated to supporting Irish women's grassroots football. Katie is involved in raising awareness, breaking down barriers for women's teams and growing the game in Ireland through acts of generosity, synonymous with *Cadbury*. Through purchases of *Cadbury Dairy Milk*, the brand donates €50,000 to grassroots women's football clubs across Ireland to make upgrades to facilities as needed.

Meanwhile in Sweden, the Swedish Football Association and *Marabou* launched the 'The Coach Initiative' or 'Tränarlyftet' Initiative, to draw attention and contribute to reducing the gender gap by encouraging more women to advance as football coaches. Arsenal's forward star Stina Blackstenius is one of the leading icons for Tränarlyftet which also supports training for female coaches according to UEFA B-level. "The Swedish Football Federation and *Marabou* agree that by training more female coaches we can create more female role models. Therefore, *Marabou* is financing 96 training facilities for female and non-binary coaches at UEFA level," says Helene Moland Daly, Nordic Consumer Experience Lead.

## Unlocking Business Growth Through Gender Equity in Brazil

Over the past two years *Mondelēz International Brazil* developed a gender equity strategy to increase women representation and break bias to construct a great place for women to work. Women in leadership roles in Brazil rose from 41% in 2021 to 51% in 2022. Activities included:

**Vulnerability areas mapped** and a turnover plans constructed with leaders, including DE&I awareness and trainings

**Mentoring Program** – 'Woman2Woman': mentorship training program focused at Vulnerability areas in order to create leadership pipelines

**Woman Refuge Policy** – Created a safe and supportive environment for women in domestic violence situations

**Bronze Awards at WEPs Brazil for Large Industries** – Initiative recognized by UN as companies engaged in promoting women's economic empowerment and leadership

**HeforShe** – Men sensitized about equity importance and how they can support women through campaigns and a call for allies

**Menstrual Dignity** – Provide free menstrual supplies in all manufacture areas and offices

**Maternity** – Guidebook developed to support pregnant woman and their leaders before and after maternity leave with good practices

# ECONOMIC INCLUSION & SUPPLIER DIVERSITY

We are committed to enhancing DE&I throughout our supply chain. This includes being deliberate and intentional about creating equitable opportunities for diverse suppliers in the communities we live, work, and snack in across the globe. This also supports our efforts in working with diverse suppliers to help break down systemic barriers and drive a more inclusive economy.

OUR GOAL

**\$1B**

\$1 billion with diverse suppliers (majority owned and controlled by women, racial/ethnic minorities, LGBTQ+ individuals, individuals with disabilities, and veterans) globally by 2024.<sup>1</sup>

In 2020, we set the goal to spend \$1 billion with majority owned and controlled diverse (women, ethnic/minority, LGBTQ+, individuals with disabilities, and veteran) suppliers globally by 2024. This goal highlights our efforts in building a global program focused on Economic Inclusion & Supplier Diversity (EISD).

### Partnering with Diverse Suppliers

Through our EISD program, we strive to create mutually beneficial business relationships with diverse suppliers that strengthen the communities in which we operate and that deliver value to our consumers and colleagues. This approach has helped us ensure our supply base mirrors the communities we serve in driving a more inclusive sourcing mindset.

The primary goal of our EISD program is to drive economic impact and provide equitable business opportunities to diverse suppliers that satisfy our procurement and contractual standards through our inclusive sourcing processes and practices.

To this end, we encourage our sourcing and procurement colleagues to identify and include diverse suppliers and service providers in the procurement process. As part of our Snacking Made Right initiatives, our goal is to increase our inclusive sourcing practices to integrate diverse suppliers globally more thoughtfully. We believe this is good for our business and for our supplier communities – helping to promote increased innovation and high-quality, cost-effective products and services.

### ECONOMIC INCLUSION & SUPPLIER DIVERSITY (EISD) 2022 PROGRESS<sup>1</sup>

	2022
Total EISD minority and women owned spend <sup>1</sup>	\$510M <sup>1</sup>

<sup>1</sup> Reported performance for the period from January 1, 2022 to December 31, 2022 includes spend from minority & women owned businesses, and excludes spend from small businesses (which were included in prior years' reporting).



In 2022, we continued to drive more spend with minority and women owned businesses, creating equitable opportunities in the communities we serve throughout the globe, building a more inclusive and diverse supply chain. This was grounded in our goal to Spend with Purpose, to increase diversity, equity and inclusion (DE&I) across our business and supply chain. Spend with Purpose enables our teams to think and source creatively and with the intention of driving sustainable change to our communities.

“As a woman-owned business, we are incredibly proud to have partnered with this global fast-moving consumer goods (FMCG) company for almost a decade as a promotional item and below the line integrator.

Our collaborative efforts have driven impactful campaigns that not only achieved business objectives but also championed diversity and inclusion. We believe that diverse perspectives and experiences are essential for innovation and growth, and we are honored to have contributed to the company’s commitment to creating a more inclusive culture. We look forward to continuing our partnership and furthering our shared goal of driving positive change in the world.”

**Christiana Panera**  
CEO  
Promidea



### Building on Success

While we have made progress toward our \$1B goal, we still have much more work to do. We are determined to continue to focus on our deeply rooted values of DE&I to create a more inclusive and diverse supply chain, ultimately driving more innovative products and solutions to empower our customers to snack right. By doing this important work, we will help reinforce our DE&I goal of enabling 100% of our business to have partnerships supporting locally relevant underrepresented communities.

“At Mondelez International, creating an inclusive culture is a key pillar of who we are and what we stand for. This inclusivity extends through our Economic Inclusion and Supplier Diversity program driving inclusive sourcing by creating equitable opportunities for diverse suppliers in the communities we serve throughout the globe.”

**Kate Goodman**  
President - Middle East, North Africa & Pakistan  
Mondelez International



<sup>1</sup> Reported information for the period from January 1, 2022 to December 31, 2022 includes actual spend rather than spend attributed to invoices (as in prior years), and includes the following acquisitions: Chipita, Enjoy Life Foods, Give & Go, Perfect Foods, Tates, and EPTA America-7 Days (which were not included in prior years). The term “minority” in this year’s reporting includes individuals with disabilities, LGBTQ+, and veteran-owned businesses (which were not included in prior years).

# COLLEAGUES

We believe the strength of our workforce is one of the significant contributors to our success as a global company that leads with purpose. To maintain and enhance this strength, we are deeply committed to promoting the physical and emotional health and well-being of our colleagues around the world.

## OUR GOAL

# 100%

In 2022, we continued to focus on the mental and physical well-being of our colleagues. To this end, we maintained our goal of providing access to Employee Assistance Programs to 100% of our colleagues around the world.

Our people are the heart and soul of our business and the driving force behind our purpose and values. The Right You! is our unique brand created to empower our colleagues to thrive at work and home across three core pillars – Mind, Body, and Connection – whatever feels right for them to be their best selves.



# WORKPLACE SAFETY

We prioritize keeping our colleagues, contractors and visitors safe. To live up to this critical commitment, we implement rigorous safety policies, standards, and practices throughout the organization and promote a strong safety culture. In addition, we strive to continuously improve our work processes, tools, and metrics to enhance safety and reduce workplace injuries.



## Striving to Ensure Workplace Safety

Workplace safety is a critical part of our comprehensive Health, Safety and Environment (HSE) framework. At Mondelēz, we aim to encourage people to think that all accidents are preventable and can be eliminated. We reinforce our HSE policies, standards, and non-negotiables such as workplace safety to improve culture and compliance; we look for ways to improve work processes, tools and metrics to reduce workplace injuries; and we regularly conduct HSE assessments to evaluate our progress while investing in training and communication to continuously improve our HSE capability and culture throughout Mondelēz International.

### WORKPLACE SAFETY PROGRESS

	2018	2019	2020	2021	2022
Total Recordable Incidents (year-on-year)	-18%	-22%	-10%	+17%	-5%
Total Incident Rate (TIR) (year-on-year)	-	-20.8%	-5%	+17%	-5%
Lost Time Incidents (LTI) (year-on-year)	-15%	-14%	-15%	+30%	-8%
Lost Time Injury Frequency Rate (LTIFR) (year-on-year)	-	-15.4%	-9.1%	+30%	-8%
Workplace related Severity	-	-	Baseline year for metric	-21%	3%
Total Recordable Accidents (year-on-year) <sup>1</sup>	-	-26%	-28%	-25%	-12%
Total Recordable Accidents for contractors (year-on-year) <sup>1</sup>	-	-13%	-33%	-29%	19%

<sup>1</sup> Total Recordable Accidents include first aid cases.

## Building a Strong Safety Culture

We focus on building a strong safety culture that promotes our goal of zero harm and zero injuries by reducing risks across four key areas:

### Occupational Health

To safeguard our colleagues against long-term health issues related to the workplace.

### Personal Safety

To embed safe working tools and standards that promote the personal safety of every individual within our company.

### Process Safety

To improve the design, implementation, management and control of any identified hazardous process within our operations.

### Vehicle Safety

To improve driver safety and vehicle-related activities in all of our functions and operations.

## Work, Play, and Live, Safe

Our safety principles guide our everyday actions:

- Nothing we do is worth getting hurt.
- All injuries and occupational illnesses can, and must, be prevented.
- We will continually strive for zero incidents.
- Everyone is responsible for safety.
- Working safely is a condition of employment.

With our Work, Play, Live, Safe program, colleagues across the globe continue to promote safe practices, safe environments, and safe ways of working.

## World-Class Safety

The global benchmark for a world-class Total Incident Rate (TIR) is 0.5. We compare our performance against this benchmark and continue to perform well below the 0.5 level, currently operating at 0.2, with nearly 46% of our facilities operating with a zero TIR in 2022.

## Driving Down Incidents

Through ongoing capability building, enhanced protocols, and safety measures, we've improved our safety performance year after year. TIR as a primary indicator has been helpful to drive this reduction in incidents. To also monitor and work to prevent high-severity life-altering incidents, we revised our metrics in 2020 to include a new primary indicator of Severity.

This allows us to focus on all potential and actual high-severity incidents. In 2022, we recorded approximately 19% reduction in severity incidents vs. our 2020 baseline year, compared to a 21% reduction in 2021. We continued to demonstrate improvements by achieving a nearly 10% increase in manufacturing plants operating with a zero severity vs. 2021 and ended the year with 58% of manufacturing plants operated with a zero severity.

## Providing a Safe, Modern and Flexible Working Environment

Post COVID-19, we remain committed to providing a modern and flexible approach to how and where we work. We have established a hybrid-model that embraces the benefits of flexibility and collaboration, and expect our office-based employees to engage with colleagues, customers, and suppliers in-person on a regular basis.

# IMPACT INVESTING

Through our Sustainable Futures impact investment platform, we provide catalytic capital for innovative social ventures and build partnerships to create lasting positive impact on people and the planet.



## Allocating the Proceeds of our Green Bond

In September 2021, Mondelez International successfully priced its first ever green bond. Totalling €2 billion, it was the largest green bond issuance to date in the packaged foods and consumer goods industry.

We created the bond to help us fund further progress in our strategic commitment to sustainability, a pillar of our long-term growth strategy and core to our purpose to empower people to snack right. To help make a difference, we have and will continue to allocate the net proceeds to two key areas: investing in building a thriving ingredient supply chain and reducing our environmental impact.

As of December 31, 2022, we have allocated €908.2 million in proceeds from the issuance of our first green bond to eligible projects. This represents approximately 46% of our net proceeds and includes investments in two key programs at the heart of our goals for greater sustainability as we work to help empower people to snack right: Cocoa Life and Harmony wheat.

## Investing in The Circulate Capital Ocean Fund

In November 2021, we invested in the Circulate Capital Ocean Fund (CCOF), a fund dedicated to helping to address India and Southeast Asia’s plastics challenges. Our investment will help CCOF support scalable business solutions to help develop infrastructure for the collecting, sorting, and recycling of plastic waste, including flexible films, in India and Southeast Asia. It will enhance the focus on the physical collection of flexible films – lightweight, multi-layer plastics used by the snacking industry – that have traditionally been more difficult to collect, sort, recycle and ultimately reuse.

Our investment in CCOF is also expected to help finance enterprises that support our goal to collect more plastic waste than we currently produce across India and Southeast Asia.



CIRCULATE CAPITAL



## Focusing on Sustainable Futures

We launched Sustainable Futures in 2020 to incubate, finance and invest in systemic solutions that drive positive social and environmental impact that lasts. Common themes are unlocking self-sustaining solutions that address climate change, packaging circularity, and build thriving communities where we live and work. We seek to create partnerships with like-minded investors, nurture innovative social entrepreneurs and amplify the positive impact Mondelez International can have on the world.

This includes, for instance, impact investments that tackle climate change and deforestation and support the development of infrastructure for collection, sorting and recycling of plastic waste.

We aim to partner with social entrepreneurs to provide support in the form of seed funding or growth capital to help them incubate, nurture and scale their ideas to work towards a more sustainable and equitable future. Our financial and strategic support can help promote long-term environmental and social impact.

In 2022, we continued to advance Sustainable Futures, now expanding its investments, both geographically into all our four regions (Asia, Middle East and Africa; Latin America; and Europe and North America) and across our Snacking Made Right pillars.



Invest positive impact on people and planet  
INCUBATING | FINANCING | PARTNERING

## Turning Plastic Waste Into Construction Materials

In India, we have supported women led NGO Hasiru Dala for Project Wealth out of Waste Boards (WoW) that aims to transform multi-layered plastic packaging waste into construction materials. Wealth out of Waste Boards (WoW Boards) uses technology from a female-led start-up, TrashCon, in India. Since 2021, we have been supporting a waste picker managed centre with a capacity for handling 600 MT/year plastic waste. At the centre, the MLP waste is repurposed to make WOW Boards. In 2022, more than 100 units of desk and benches made out of WOW Boards were provided to 4 schools. These WOW boards have also been demonstrated for two other use cases for making roof of worker shed and benches in parks.



## Empowering the Next Generation of South African Farmers

We are among the founding investors in the Aquaponics Social Enterprise (ASE) initiated and executed by INMED Partnership for Children. ASE is here to transition historically disadvantaged populations in South Africa from subsistence to commercial agricultural production using climate-smart INMED Aquaponics® to become food-secure and economically self-sufficient.

The initiative’s focus is to provide farming training and strengthen entrepreneurial skills among the emerging agro-entrepreneurs so that they learn not only how to grow healthier food for their communities but also how to market, package, sell and handle finances.

Trainees are also taught how to access funding to make sure their businesses are sustainable and thrive. The initiative also aims to encourage consumption of healthy meals and thus contribute towards addressing childhood obesity.



# HUMANITARIAN SUPPORT



## Supporting Ukraine

Since the start of the war in Ukraine in February 2022, we have established a \$12 million commitment together with the Mondelēz International Foundation to support the country, Ukrainian citizens, and refugees with cash and in-kind contributions. We are also providing humanitarian aid in collaboration with the International Federation of Red Cross and Red Crescent Societies (IFRC) as well as with Save the Children and other more local NGOs (Blagomay, CSR Ukraine).

## Helping Colleagues and Ukrainian Citizens

As the war continues, supporting our colleagues and Ukrainian citizens remains a priority for us at Mondelēz International. We are providing all of our employees with compensation and with help in securing shelter in neighboring countries, where required and needed. We have also made cash and in-kind donations to several humanitarian aid organizations in the region.

Since March 2022, several Ukrainian employees have found temporary or permanent jobs within our company in other countries. Some others decided to leave Ukraine and take up residence in neighboring countries with their families. In both cases, we witnessed amazing support from the Mondelēz International family to assist our Ukrainian colleagues in both crossing the border and finding shelter, not only in Mondelēz International facilities but also welcoming them to their homes, demonstrating an incredible generosity and 'One Family' spirit.

We launched an internal app to connect Ukrainian employees seeking shelter with our colleagues across the globe who were able to offer a safe place for them to stay along with their families. We also invested in helping to repair and re-open both our local plants in Ukraine which sustained serious damages after shelling. We remain committed to our employees, suppliers, customers, and the local communities where we live and operate in Ukraine.

## Providing Humanitarian Support

Together with the Mondelēz International Foundation we are contributing to a donation of \$12 million for humanitarian efforts to support Ukrainian communities. This includes donations to international and local non-government organizations focused not only in supporting the people in Ukraine but also with a specific focus on the communities affected by the war, especially in locations where we have manufacturing sites, such as Trostyanets and Vyshhorod.

We are also supporting impacted communities in a direct and targeted way. For example, we funded power generators and fuel to sustain critical infrastructure in the city of Trostyanets, in addition to donating a bus to restore public transportation. We also helped to repair a kindergarten in Novi Petrivtsi village, near our Vyshhorod plant, and donated heaters, power generators, warm clothes and equipment to 13 social institutions reaching over 1,000 children in our communities and throughout Ukraine.

In addition, we are supporting Ukrainian hospitals, to help improve the access to health care services for thousands of Ukrainians during the war. As part of this initiative, we have donated \$350,000 to provide medical equipment for the hospitals in Trostyanets and Sumy cities.

Since the war began, we have donated 445 tonnes of in-kind products to food banks and NGOs in Ukraine and in neighboring countries to support refugees. This also includes sending trucks filled with Mondelēz International products directly to Ukrainian cities to support local communities and people in need.

Our thoughts remain with the people of Ukraine and all those around the world with family, friends, and loved ones who have been impacted. The situation remains incredibly devastating, and we continue to condemn this senseless violence.

## Mondelēz International Facilitates Over \$100,000 for Flood Rehabilitation in Pakistan

The unprecedented rains and floods in Pakistan caused large scale devastation in various parts of the country and affected more than 33 million families. With the entire country standing in unison to aid rehabilitation efforts in flood-affected regions, Mondelēz Pakistan Limited, being one of the country's leading socially responsible corporate entities, played its part under its changemakers platform by contributing over \$100,000 in cash along with in-kind donations to support families in building their homes and livelihoods once again. To ensure that our contribution have been given to the right impacted people, Mondelēz Pakistan Limited partnered with Akhuwat and Pakistan Red Crescent Society (PRCS), both leading institutions in the country working around the clock to facilitate affected people in Pakistan. Mondelēz Pakistan Limited disbursed cash donations as well as supplies including clothes, medical supplies, food, and a variety of other necessary items to continue facilitating people and their journey towards rehabilitation. The donations were channeled to assist not just in reconstruction of homes but also to provide sustainable avenues for families to rebuild what they've lost and to provide for their loved ones.

## Our Support to Türkiye and Syria

Since February 5th 2023, when a devastating earthquake struck Türkiye and Syria, we've come together as #TeamMDLZ to support the affected populations in both in-kind and cash donations. To date, we have donated +300 tons of in-kind products worth over \$1M. In addition to the \$300,000 that we have donated to Save the Children for the immediate needs of children and their psychological rehabilitation, the Mondelēz International Foundation made a \$28,000 donation to The International Federation of Red Cross and Red Crescent Societies. During Bayram in Turkey, the local Marketing and Leadership Team organized a truck to visit four of the most affected cities. As part of the Ramadan tradition, they distributed candies from our local jewel *Kent* to more than 10,000 earthquake victims. We thank all our colleagues for their contributions as well as those who continue to work hard throughout this situation, ensuring support to local communities and the well-being of our people.

# COMMUNITY IMPACT & EMPLOYEE VOLUNTEERING

Throughout Mondelez International, we are dedicated to making a positive impact on the communities we live and work in.

## VOLUNTEERING PROGRESS

# 10,000

In 2022, 10,000 employee volunteers completed 19,000 hours of service to the communities where they live or work.

## COMMUNITY GIVING PROGRESS

	2019	2020	2021	2022
Cash and in-kind donations (USD)	\$70M	\$93M	\$50M	\$54M

## Employee Volunteering and Charitable Giving

Through our Mondelez International Changemakers program, our people give their time, talents, and treasure to help make a positive impact on their communities aligned with our Snacking Made Right priorities. The program is designed to enable our colleagues to play a direct and impactful role in supporting our goals and strategies to make snacking right, through individual and personal contributions that make a real difference in the communities where we all live and work. Contributions are organized and focused to align with our strategic Snacking Made Right priorities, including more sustainable sourcing of key ingredients, lowering climate impact, respecting human rights, reducing packaging waste, and advancing colleague and community well-being through a culture of DE&I.



## Health in Action Program

The number of children consuming vegetables on a daily basis in 342 schools in at-risk communities in Gauteng, Eastern Cape and Western Cape has increased by 494% between 2019 and 2022, thanks to the Health in Action (HIA) program by non-governmental organization, INMED South Africa, and the Mondelez International Foundation.

While Mondelez International is a leading producer of snacks, it is committed to inspiring consumers to snack mindfully, with the emphasis on savoring their snacks without overindulging.

“The Health in Action program is close to our hearts, because we understand how important nutrition education is for children. Our seven-year partnership with INMED has been highly rewarding and we salute the 227 Mondelez volunteers, who put their hands up for the second phase of the project, contributing 669 hours of their time to make the initiative a success.”



## Celebrating 10 Years of Encouraging Healthy Living Through UK Schools

For the past 10 years, we have been running the Health for Life® program in 211 schools across the UK, together with our delivery partners Services For Education and The Conservation Volunteers. To mark the 10-year anniversary of our Health for Life program, participating schools were given the opportunity to bid for a cash grant totaling £15,000 to develop the program further in their school. They were asked to base their bid on one of the three key program strands: food growing; healthy eating/cookery; and physical activity.

The aim was to enable schools to build on what they had already achieved and focus on a specific project which would make a significant and sustainable impact in promoting healthier lifestyles for pupils and the school community. From a range of submissions, three schools were awarded a grant of £5,000 each to implement their individual project. Elms Farm Primary School chose to create a brand-new outdoor fitness area for use by pupils, the wider community and holiday clubs. Highfield Junior and Infants School planned to develop a diverse outdoor classroom for lessons, break-times and for family involvement, enabling children to spend more enrichment time outdoors and learn how to grow their own food. Hillstone Primary School opted to extend their focus on cooking and healthy eating with the creation of a dedicated and fully-equipped cooking classroom for students and family cooking courses. The projects are now underway in all three schools and completion will be celebrated in summer 2023.



## “TRASH RIGHT” Waste & Recycling Education Program in Thailand

Echoing our mission of ‘Snacking Made Right’, Mondelez International (Thailand) joined hands with Trash Lucky and the Bangkok Metropolitan Administration (BMA), to launch the ‘Trash Right’ program. This program aims to raise awareness about the right approach to managing recyclable waste and motivate our communities to trash it the right way. Schools were selected for the pilot project and students, teachers, parents, and the surrounding communities were encouraged to cultivate waste-sorting habits and play a role in creating more long-term sustainability values. The sorted waste was then collected, recycled, and upcycled in accordance with the circular economy concept.

# COMMUNITY IMPACT & EMPLOYEE VOLUNTEERING CONT.

In Spain, 89 volunteers devoted

## 267 HOURS

to spending time with elderly people in eight residencies across the country.

In Lisbon, Portugal, 21 volunteers devoted

## 126 HOURS

to help prepare meals and feed the homeless in partnership with Comunidade Vida e Paz.

### Investing in the Future of Organic Agriculture

Moreover, in 2022, Clif Bar announced two \$1 million endowments to land grant universities as part of its \$10 million commitment to support the advancement of organic agriculture. The final two endowments out of five went to Tuskegee University, the first Historically Black College or University (HBCU) to be awarded as part of the program, and the University of Wisconsin, which received a prior endowment from Clif in 2015. Today, more than 80% of all ingredients in CLIF products are organic or certified sustainable.



Tuskegee University received \$1 million from Clif Bar as part of Clif's longstanding program to invest in organic agriculture research at land-grant universities.

Back row: Tuskegee University Student, Tuskegee University Organic Program Outreach, and Production Associate



### Promoting Healthier Lifestyles Among Children in Mexico

This partnership between Mondelēz International and Save the Children aimed to improve children's nutrition and physical fitness in Mexico through in-school and community-based programs. The program developed throughout a six-year period and had two phases, reaching nearly than 40,000 children in Mexico City, Puebla, and the State of Mexico.

To achieve our shared goal of improving knowledge, attitudes and practices in nutrition and healthy lifestyles among school-age children, we built on the foundation laid during Phase I where we dramatically increased knowledge and positive attitudes regarding healthy food and lifestyle choices in children through in-school workshops and participatory learning activities. Phase 2 of the project focused on the strengthening of community support and engagement of more teachers and parents.

### Helping to Ensure Children Get a Good Start to the Day

In February 2022, Philadelphia partnered up with Save the Children and the campaign "Double the good - for every child's equal right to a good start to the day". As main partner to Save the Children Sweden, Philadelphia supports the Breakfast Club initiative, which aims to give more children in socio-economically vulnerable areas the opportunity to have a good start to the day. The Breakfast Club initiative was launched within Save the Children Sweden's "On Equal Terms" program. The initiative means that children in socio-economically vulnerable areas get breakfast and can participate in leisure activities before school starts. The club represents an important contribution to the children's right to well-being and health, which in turn creates better conditions for a good schooling and in practice it also means a financial relief for parents who have children at the Breakfast Club.

"As a consumer, you support Save the Children and the Breakfast Club by buying Philadelphia, but we also want to encourage our consumers to contribute together with us and make it possible for Save the Children to open even more Breakfast Clubs around Sweden."

**Emmy Sjöstrand**  
Senior Brand Manager Meals in the Nordics.





# SNACKING MORE MINDFULLY

Consumers around the world are increasingly looking for snacks and sustenance that fit into their often busy lifestyles. As we continue evolving our portfolio to accelerate growth, we're finding new ways to help consumers enjoy any snack, for any snacking occasion, more mindfully.

In our [2022 State of Snacking report](#), 71% of consumers surveyed said that they snack at least twice a day. The report also confirms consumers are increasingly replacing meals with snacks – for example, 60% of respondents eat a snack for dinner, up from 46% in 2020. Additionally, consumers are increasingly looking for ways to snack more mindfully, while continuing to turn to the trusted brands they count on for great taste.

According to our 2022 report:

**68%** of survey respondents said they check nutrition labels on snacks before buying them

**61%** said they take time to portion out snacks before eating them

**78%** said they take time to savor indulgent snacks

**As a snack company dedicated to empowering people to snack right, we wouldn't have it any other way. To us, the concept of "mindfulness" extends far beyond the satisfaction and pleasure our consumers feel when they taste our delicious snacks. We're intentional and mindful in the way we design, manufacture, and market our products, too. We're mindful about choosing the right ingredients, blending them in just the right way, adhering to the high standards of quality and safety, and making it easy for consumers to select the appropriate portions to fit into their busy lifestyles. We're mindful about helping families all over the world enjoy our snacks more fully.**

# OUR APPROACH

## EVOLVING OUR PORTFOLIO

We invite people to enjoy the snack that is right for them – and to rethink the experience of snacking – by continuously evolving our portfolio to satisfy consumers' changing needs. We are constantly looking to innovate to deliver locally and culturally relevant ingredients and recipes – including new and emerging nutrition trends like gluten-free, vegan and low- or zero-sugar options. We also continue to explore potential acquisitions to expand the breadth and depth of our offerings in functional nutrition, fresh ingredients, and related areas that deliver great taste and better-for-you ingredient profiles.



## CHAMPIONING MINDFUL SNACKING

For years, we have encouraged consumers to practice Mindful Snacking – the application of mindfulness to eating – to help them experience more satisfaction from snacking. We provide consumer-friendly online information explaining Mindful Snacking and how to practice it. To help consumers snack mindfully, we offer a range of portion control snacks, including products sized at <200 calories as well as individually wrapped options. We're also expanding our portion education tools – both on-pack and online – to further illustrate the size of a standard portion and the number of calories consumed per portion. Additionally, we partner with organizations, including Portion Balance Coalition, British Nutrition Foundation, and Food Drink Europe and CAOBISCO to encourage mindful snacking.

## MARKETING RESPONSIBLY

We recognize that consumers need simple, straightforward information to help them make the best dietary decisions for themselves and their families. Accordingly, we deploy a mindful approach to the way we promote and advertise our products – taking great care to provide appropriate nutrition labeling across our global portfolio, aligned with all applicable local laws and regulations; providing as much information on key nutrients as space allows; and delivering meaningful information at a glance through front-of-pack (FoP) and calorie labeling on all relevant products. We also work closely with industry peers, consumers, and health authorities to strive for greater harmonization and consistency in food labeling across markets. As a founding member of the International Food & Beverage Alliance (IFBA), we work with others across the industry to support responsible marketing.



# EVOLVING OUR PORTFOLIO

To keep meeting the changing needs of our consumers around the world, we continue to evolve our portfolio for a variety of snacking occasions and lifestyles.

“We are delighted to welcome *Clif Bar & Company* into our *Mondelēz International* team. We’re excited about the opportunity to advance our shared passion for delivering great-tasting snacks that help fuel busy lifestyles, while helping to reduce our impact on the planet.”

**Dirk Van de Put**  
Chairman & CEO  
*Mondelēz International*



We constantly strive to offer a broad range of snacks that not only taste good and help support sustenance, but also offer some functional benefits for consumers. We also offer a broad range of products designed to meet specific dietary needs, such as reduced-sugar options or alternative ingredients, as well as innovative, tasty snacks.

Some of our recent innovations and acquisitions include:

- *Clif Bar* – energy bars made with organic ingredients (U.S.)
- *Grenade* – high protein, low sugar snack bar (UK)
- *Cadbury Plant Bar* made with almonds (UK)
- *OREO* and *Good Thins Gluten Free* (U.S. and Canada)
- *OREO Zero Sugar* (China)
- *Hu Products* – premium vegan and paleo-friendly chocolate (U.S.)
- *Philadelphia Plant Based* (Europe)
- *Olina’s Bakehouse Seeded Snackers* – gluten free (Australia)
- *Clif Kid Zbar* – organic snack bars for kids (U.S.)
- *Perfect Bar*, The Original Refrigerated Protein Bar by Perfect Snacks (U.S.)
- *OREO* - reformulated with a sodium reduction (Argentina)

## 71%

of respondents to our 2022 State of Snacking survey say they look for different kinds of snacks to meet different needs in their lives.

## 80%

of respondents to our 2022 State of Snacking survey say they are selective about the indulgent snacks they choose.

At the same time, we recognize and embrace consumers’ ongoing love for indulgent snacks that enable people to treat themselves and others. This is an international pursuit – people around the world enjoy indulgent snacking, with 80% of respondents to our 2022 State of Snacking survey saying they are selective about the indulgent snacks they choose. The vast majority believe they regularly snack to pamper or reward themselves (78%) and for a sense of comfort (77%). Indeed, 72% agree that “in tough times, they rely on little luxuries like chocolate to get through the day.” Interestingly, less than half (46%) report they feel guilty when enjoying an indulgent snack or treat. Because we believe every snack can be enjoyed mindfully, we continuously innovate with new, better-for-you versions of our indulgent snacks. Examples include:

- *Mini OREO* 90 kcal/portion (UK)
- *TUC Thins* (China)
- *OREO Thins* (U.S. and China)
- *Jacob’s Baked Crisps* - Baked Not Fried (Malaysia)
- *Cadbury Mini Bars* 80 Calorie per bar (Southeast Asia)

## Striving for Leadership in Energy Bars

In 2022, we acquired *Clif Bar & Company* (*Clif Bar*), a leading U.S. maker of energy bars with organic ingredients, like rolled oats expanding our global bar business to more than \$1 billion.

*Clif Bar’s* widely loved brands, including *CLIF*®, *CLIF Kid*®, and *LUNA*®, complement our refrigerated business *Perfect Snacks* in the U.S. and performance nutrition business *Grenade* in the U.K. In 2021, *Clif Bar* released first-of-its-kind Sustainable Nutrition Guidelines, a framework for incorporating nutrition, equity, and environmental considerations into the way snacks are made. We are pleased to be able to draw on these guidelines to inform how we make our snacks, and to share them more widely to help set an industry standard for snacks of the future.



# CHAMPIONING MINDFUL SNACKING

We believe every snack can be enjoyed in a mindful way. That’s why we aim to make and market our snacks mindfully, and in turn help our consumers enjoy all our products more mindfully. We want to empower consumers to choose the right snack, for the right moment, made the right way – and to savor each bite – from enhanced portion labeling to promoting behaviors that can help people experience more satisfaction from snacking.

For years we have encouraged consumers to practice Mindful Snacking – the application of mindfulness to eating behaviors – to help them experience more satisfaction from snacking.

**Mindful Snacking is:**

- **Relevant:** More and more people practice mindfulness to help achieve wellness and balance.
- **Accessible:** Mindful eating can be practiced by anyone, anywhere, and by all ages.
- **Effective:** Research shows multiple benefits of mindful eating, and the evidence continues to build.

Our partnerships on nutrition include:

- **UK:** We partnered with British Nutrition Foundation to provide an educational grant to create an informative video with the purpose of explaining the purpose of portion control, Mindful Snacking, and eating a variety of foods and that treats can be included within a balanced diet.
- **AMEA:** We presented our thought leadership of Mindful Snacking to over 900 professionals at the Thailand Congress of Nutrition and The Philippine Society of Nutritionist-Dietitians annual convention. In Thailand, the majority (88%) of survey respondents recognized the benefits of mindful eating.

**Six Simple Steps**

Snacking mindfully involves six simple steps that add up to real, all-around enjoyment:



**Helping People Snack Mindfully**

Our approach to Mindful Snacking encompasses both portion control packs and on-pack consumer education. We’re continuously expanding our portfolio of portion control snack sizes and formats – that is, snacks that are 200 calories or less and individually wrapped – as well as our library of on-pack, online, and easily accessible education about the six simple steps consumers can take to snack more mindfully. These complementary approaches reach consumers in mutually reinforcing ways. Individually wrapped mindful portion serving sizes help consumers manage their calorie intake and enjoy treats in a more mindful way. On packs that are not individually wrapped, educating a consumer on the recommended portion can help them get more satisfaction out of each bite.

We help people snack mindfully in many ways – from on-pack cues and information to brand-inspired tips, digital resources and programs, and health and nutrition professional community partnerships. Our Snack Mindfully website provides resources, tips, and information on Mindful Snacking. We have also partnered with renowned mindful eating expert, Dr. Susan Albers, Psy.D., on consumer-friendly videos that explain Mindful Snacking and how to practice it, which are available on the website. We continuously partner with health and nutrition professionals and governments to help further awareness and understanding of the practice and benefits of Mindful Snacking. This includes attending and contributing to Mindful Snacking events, providing informational websites for professionals, and sharing additional knowledge and communication materials.



**MINDFUL PORTIONS GOAL**

100%

By 2025, we aim to deliver up to 100% of our net revenue through Mindful Portion Snacks, those in either individually wrapped mindful portion serving sizes or with mindful portion labeling on pack.<sup>1</sup>

**SNACKING MORE MINDFULLY PROGRESS**

	2022
Net revenue through Mindful Portion Snacks, those in either individually wrapped mindful portion serving sizes or with mindful portion labeling on pack	45%

<sup>1</sup> This goal is new and combines and replaces historical goals relating to Portion Control Snacks and snacks with Snack Mindfully portion icon on pack. This goal measures the percentage of net revenue that comes from products that are either individually wrapped mindful portion serving sizes (<200 calories) or have a mindful portion label/information on pack. This information includes biscuits and baked snacks, chocolate, and candy, and does not include Halls products, semi-final products not sold to consumers, bulk products for wholesale, beverages, meals, gums, seasonal or festive products, licensing/royalty revenue, private label products and products with small printable areas.

# CHAMPIONING MINDFUL SNACKING CONT.



## Putting Portion Labeling on our Packaging

In China, we have been inspiring mindful ways of snacking by providing individually wrapped portions or labeling. In 2022, for example, we launched OREO air cake with mindful portion labeling. More than 90% of our product portfolio in China is either an individually wrapped mindful portion (<200 calories) or has mindful portion labeling on pack.



## Campaigning for Healthy Lifestyles

With rising levels of obesity and non-communicable disease in China, sugar, salt, and fat levels in food have been a key focus of government measures, and we have been actively supporting these efforts. In 2022, the China Food Information Center (CFIC) launched a campaign to showcase industry efforts in leveraging food science in food reformulation and create public awareness of sugar use in foods.



## Giving Consumers On-Pack Access to Online Information

We have launched an exciting new pilot in the UK that, via a QR code on pack, provides consumers with online information on our sustainability initiatives, including packaging recycling and information to help them snack more mindfully.

By scanning the QR code on the pack, consumers can access 'Snacking Right' – a new online platform that provides a host of Snacking Made Right information on how to snack mindfully, recycle packaging, and learn more about our Cocoa Life signature cocoa sourcing program.

## Helping Increase Young People's Understanding of Mindful Snacking

In Romania, we are supporting an education project to help increase young people's understanding of the importance of healthy eating habits (what and how we eat), being mindful and eating with intention and attention. The project is led by NGO Asociatia Suta la Suta Romanesc in partnership with ANPC (National Authority for Consumers Protection) and School Inspectorates.

This project focuses on key issues, including choosing the right snack by reading and understanding precisely the information provided on the label, the importance of developing lifelong healthy habits by understanding the key concepts and adopting a balanced nutrition through right choices, and developing skills that support the adoption of consistent healthy eating habits to help improve health and well-being.

To date, the project has involved more than 5,500 high school teenager participants and more than 170 coordinating teachers from approximately 35 high schools across Romania.

## Encouraging Young Malaysians to Snack Mindfully

In Malaysia, we have been focusing on increasing Mindful Snacking relatability and awareness among younger Malaysians, who spend a lot of their time online. So in 2022, we collaborated with up-and-coming musician Belle Sisoki on an original snacking tune and TikTok series, as well as custom tools designed to encourage sharing and interaction. Editorial content for Ramadan and the World Cup was created with social media assets, and the team also managed to secure interest from leading media titles to run social media contests around Mindful Snacking with zero ad spend.



# MARKETING RESPONSIBLY

Our labeling and marketing helps our consumers to snack right.

People need simple and straightforward information to make dietary decisions that are best for them and their families. So, we:

- Provide nutrition labeling on all products across global markets, according to local laws and regulations
- Where space permits, include information on eight key nutrients: energy, protein, carbohydrates, sugars, fat, saturated fat, fiber, and sodium
- Deliver meaningful information at a glance through front-of-pack (FoP) and calorie labeling on relevant products
- Call for a harmonized approach to food labeling and collaborating with peers in our industry, consumers, and health authorities

## Mindful Labeling

Our nutrition labeling is in line with international standards, including Codex Alimentarius (Codex) and as prescribed by law and regulation. We provide nutrition labeling on all products, displaying the amount per serving and/or per 100 grams (depending upon local regulations) on key nutrients. Labels usually include the percentage that a nutrient provides of a person's recommended daily intake, such as Daily Value or Dietary Reference Intake.

We also place calories on FoP on eligible products globally. Unless national laws and regulations require alternative elements, our FoP calorie labeling depicts calories (energy) per serving or per pack for single serve individually-wrapped snacks.

We believe a uniform, industry-wide approach to FoP labels can help consumers make informed choices and eat mindfully. We support a common approach that fits local market needs and regulations and gives consumers meaningful information at a glance. At the same time, we are working with industry peers and stakeholders to explore effective and pragmatic new labeling options for consumers.

We participate in voluntary nutrition information initiatives, such as Facts Up Front and SmartLabel in the U.S., and Be Treatwise® in the United Kingdom and Australia.

## Nutrition and Health Claims

We base our nutrition and health claims on scientific evidence and comply with local laws and regulations. For countries where regulatory standards have not been established, we use standards set out by Codex, which serves as our baseline when making nutrition and health claims.

## Responsible Marketing

Our global Marketing to Children Policy applies to every market where we do business. We do not advertise our products in any media primarily directed to children under age 13.

Our policy prohibits any advertising where 30% or more of the total viewing audience is under the age of 13. Our approach applies to advertising in TV, print, radio, internet (both our own websites and third-party websites), digital, advergames, mobile, word of mouth, DVD/video, streaming media, and in cinemas.

Our communications on packaging and in-store materials are directed to adults, and we have guidelines on the use of premiums and on-pack promotions. We prohibit all in-school marketing in both primary and secondary schools (prior to university level) – which is an industry leading practice.

We have food marketing standards in place that provide additional guidance and are in line with the International Chamber of Commerce (ICC) Code of Advertising and Marketing Communication Practice and the ICC Framework for Responsible Food and Beverage Communications. Additionally, we participate in a number of global and local pledge programs that rigorously monitor and report on our processes. You can find out more in the [Responsible Marketing to Children](#) section of our website.

## Tang Rinde Para - Mexico

"Tang... Rinde Para" is Tang's latest campaign that speaks to real families, promotes the connection between parents and children, as well as family unity, and empowers the new generations to grow up without stereotypes or prejudices, confident that no one can judge you for who you are or how you look, to foster a better future for generations to come.

The campaign is made up of communication pieces that illustrate moments of diversity within diverse families. The ads and clips show many real situations, like a father that takes care of the home while the mother works, a daughter that dyes her hair and their parents being supportive, and diversity in families.

## Working Together

We work with others across the industry to support responsible marketing. We were, for example, a founding member of the IFBA.

Along with other members, we made a global commitment to the World Health Organization (WHO) to either not advertise products to children under age 13 or only advertise products that meet specific nutrition criteria to children under age 13 and to monitor those efforts.

## Promoting Digital Safety

We care about brand safety and have consistent principles across all digital platforms and media about the environments and contexts in which we advertise. That's why we are active participants in the Global Alliance for Responsible Media (GARM), a unique partnership of agencies, advertisers, platforms, and trade organizations that works collaboratively to identify actions and standards that will better protect consumers online. We support and advance the work towards a media environment where hate speech, bullying, and disinformation are challenged, where personal data is protected and used responsibly, and where everyone, especially children, is better protected from harm.



# MARKETING RESPONSIBLY CONT.



## Leading in Responsive and Inclusive Marketing

We support underrepresented communities not only through our focus on responsible food marketing, but also through a robust efforts to improve DE&I representation in commercial activities, both in front of and behind the camera. As a founding member of the IFBA, we have made global commitments to the WHO in the areas of nutrition and responsible food marketing. We also implement internal advertising review systems/processes to make sure our advertising gets within the World Federation of Advertisers. This organization focuses on creating more effective social ecosystems through cross-sector initiatives such as preventing the monetization of hate speech.

We offer training on our advertising and marketing policies and encourage our office-based colleagues worldwide to participate. Beyond our own organization, we stand up for DE&I by providing financial support to organizations such as Parents, Families, and Friends of Lesbians and Gays (PFLAG), and by creating advertising campaigns that engage multicultural audiences and celebrate diversity and inclusion.

To improve DE&I within the broader marketing and advertising industries, we participate in the Unstereotype Alliance, which works to champion the end of bias in advertising through positive cultural change, as well as the FREE THE WORK initiative, a talent-discovery platform connecting advertisers with underrepresented talent. Today, approximately one-third of our U.S. marketing content uses Black, Indigenous and People of Color (BIPOC) or female director talent. Please refer to the marketing section of our website for additional information.

## Improving Food Access in Local Communities

Our Triscuit brand is on a mission to help improve access to nutritious food in food desert communities across America. To this end, Triscuit created the Missing Ingredients project in 2022 – committing \$1 million over the next three years to fuel the innovative efforts of local changemakers who are improving food access in their communities.

## Regular Training and Reviews

We offer employees training on our responsible and inclusive marketing policy and Marketing to Children Policy. In addition, training is provided at the local level.

We also implement internal advertising review systems/processes to make sure our advertising gets reviewed at the local level for compliance with our current policies and applicable laws and regulations.

## Lacta “Signs”, Real Stories of Intense and True Love (Brazil)

“Signs” campaign was inspired by a real love story between a man and a hearing impaired woman where communication was a challenge. Lacta Intense Nuts was offered as a reference of the brand’s positioning: “Small squares say more than you think” - referring to how a simple gesture of sharing a chocolate can mean a lot in a true relationship.

The brand thought about all the details to make the campaign more inclusive bringing real stories that show how much our chocolates are part of many remarkable moments in the lives of our consumers. Lacta Intense is a brand that believes and encourages the power of intense and true relationships, our goal is to strengthen and create bonds between people.



## Making the World a More Welcoming Place

Our Ritz brand has introduced Taste of Welcome: “Our holidays”, an extension of its “A Taste of Welcome” purpose platform, which aims to make the world a more welcoming place. The campaign includes a collaboration with chef Marcus Samuelsson and a showcase of holiday recipes from a number of immigrant families, as well as an ad spot featuring culturally diverse families welcoming others as they celebrate their holidays. Evoking a sense of warmth and joy, the spot captures the essence of each celebration and the convivial atmosphere, all while spotlighting foods and recipes representative of each family’s cultural celebrations and how they naturally pair with a Ritz snack.

Ritz is also participating in Walmart’s ‘Fight Hunger. Spark Change.’ Campaign. For every Ritz product purchased at Walmart, Ritz donated \$10 (up to \$1,000,000) to Feeding America.

## Monitoring Our Responsible Marketing

We are committed to responsible marketing practices, and this includes monitoring our compliance across TV and digital advertising (third-party websites).

In 2022, the IFBA commissioned Ebiquity to monitor our compliance with the IFBA’s new Global Responsible Marketing Policy, which came into effect on January 1, 2022. Ebiquity measured our compliance for TV and digital advertising in a globally representative sample of markets. This included measuring TV advertisements during Q1 2022 in Colombia, India, Japan, New Zealand, and South Africa, and assessing digital during April 2022 in Australia, Indonesia, Germany, Mexico, and Vietnam. We are pleased to say Ebiquity confirmed our high compliance – approximately 90% on average across TV and approximately 99% on average across digital advertising.

# MAKING OUR SNACKS MINDFULLY

We make sure our snacks are made the right way: safely, responsibly – mindfully. So our consumers can enjoy safe, high-quality snacks time after time.



## Goal Progress

In 2022, we continued to make strong progress towards our goal of having all our manufacturers and suppliers certified to one of the Global Food Safety Initiative (GFSI) benchmarked food safety schemes. For example, we increased the number for external manufacturing on GFSI certification. We continue to offer our consumers safe, high-quality snacks they can enjoy and feel good about.

## Maintaining High Standards

Safety begins with each of our recipes. We set high standards with a comprehensive quality management system to promote the integrity of our snacks and the ingredients in them.

We use our science-based risk identification and management processes to help us assess and control factors that could potentially compromise ingredients, packaging, manufacturing processes, or finished products.

We design consumer safety into all our products right from the outset. We have high-quality management standards covering our raw materials, product, and process design and manufacturing. Our food safety systems are based on the internationally recognized and recommended hazard analysis and critical control point (HACCP) system. We use leading science-based systems and processes to help identify and manage risk so our consumers can continue to trust our products when they eat them.

### FOOD SAFETY & QUALITY PROGRESS

	2018	2019	2020	2021	2022
Internal manufacturing certified GFSI	100%	100%	100%	100%	100%
External manufacturing certified GFSI	94%	91%	94 %	97%	99%
Raw material supplier certified GFSI	98%	99.8%	99.9%	99.9%	100%
Food contact packaging suppliers certified GFSI	57%	90%	97%	97.9%	97%

## Regular Training and Reviews

Providing ongoing training to our employees is an important part of embedding our standards in our business. In 2022, approximately 6,800 employees were trained on food quality and safety. Auditors of our manufacturers and suppliers review training records to confirm that all relevant training is carried out and records kept. Additionally, approximately 2,200 suppliers trained on food safety and quality.

We review all our product quality policies annually, based on benchmarking with our peers, and keep them up-to-date in terms of best practice. We make our own Supplier Quality Expectations publicly available.



## Leading Food Safety Scientists

Our food safety scientists are world experts who are on the boards of leading global standard-setting organizations such as the International Commission on Microbiological Specifications for Foods (ICMSF), Food Allergy Research and Resource Program (FARRP), and the GFSI.

## Championing Global Food Safety

We are proud to be part of the GFSI as it continues to benchmark and raise food safety standards around the world. Since joining the GFSI in 2006, we have implemented it at all our plants, expect our suppliers to follow it, and promote it more widely with our other stakeholders and the industry.

This commitment is supported at the highest levels of our organization, as our Chairman and CEO is co-chair of the CGF food safety coalition, stewarding the food safety agenda.





# GOVERNANCE

Strong governance provides the essential foundation for our sustainable impact and continued good growth.



# CORPORATE GOVERNANCE

Led by our Board, we are committed to living our values and doing business the right way. Our strong governance underpins this commitment.

## EXECUTIVE PAY ALIGNED TO SHAREHOLDER INTERESTS

	2020	2021	2022
<b>CEO</b>			
Base Salary	10%	10%	10%
Annual Incentive	18%	18%	20%
Equity	72%	72%	70%
Pay at Risk	90%	90%	90%
<b>OTHER NAMED EXECUTIVE OFFICERS</b>			
Base Salary	20%	20%	17%
Annual Incentive	19%	18%	18%
Equity	61%	62%	65%
Pay at Risk	80%	80%	83%
Strategic Key Progress Indicators	20%	20%	20%

## Governance progress

To ensure we keep enhancing our reporting to meet evolving requirements around the world, in 2022 we enhanced our internal procedures and controls on ESG Reporting Standards.

## Comprehensive Governance Structure

We have a comprehensive governance structure that provides strong oversight of our ESG efforts.

### Board Oversight

Our Board oversees our ESG-related risks, strategy, progress, alignment with purpose, stakeholder interests, and strategic risks and opportunities, and reviews progress and challenges on evolving our growth culture and our DE&I goals.

### Board Committee Responsibilities

Specific responsibilities are delegated to our Board committees, which are composed solely of independent directors.

- **Governance, Membership and Sustainability Committee:** Oversees our ESG policies and programs related to significant corporate citizenship, social responsibility, and public policy issues. These include sustainability and environmental responsibility; food labeling, marketing, and packaging; philanthropic and political activities and contributions; and Board ESG education and capabilities.

- **People and Compensation Committee:** Oversees our DE&I priorities; workplace safety and employee wellness; pay equity; talent sourcing strategies; talent management and development programs; and ESG strategic performance indicators for incentive plans.

- **Audit Committee:** Oversees our safety priorities, goals, and performance, and our ESG-related disclosure and control processes in connection with filings with the U.S. Securities & Exchange Commission (SEC).

### Management Responsibilities

Management is responsible for the day-day management and oversight of our critical sustainability programming and strategy development, in addition to regular progress reviews.

- **SVP, Chief Impact & Sustainability Officer (Chief Impact Officer):**

Leads our sustainability strategy development and oversees our sustainability strategy through implementation, as well as our long-term sustainability vision. Our Chief Impact Officer and our EVP, Corporate & Legal Affairs and General Counsel regularly report on sustainability matters to the Board and the Governance, Membership and Sustainability Committee.

- **Sustainability Steering Committee:** Chaired by our Chief Impact Officer and composed of leaders from our key global functions and businesses, this Committee focuses on our environmental and social sustainability-related strategies.

## Focused on Transparency and Accountability

We take a disciplined approach to our sustainability initiatives and remain transparent and proactive about our progress. We track, report on, and hold management accountable for achieving our goals, and we include ESG goals in the annual compensation plan for executives.

To ensure we keep enhancing our reporting to meet evolving requirements around the world, in 2022 we enhanced our internal procedures and controls on ESG Reporting Standards. This process provides enhanced clarity for our reporting as we continue to focus on keeping our stakeholders informed of our ongoing journey to make snacking right.

## Strength in Diversity

The Board values diversity, equity and inclusion, and the Board's diversity is an important aspect of the director recruitment and nomination process. The Board also embraces and encourages the company's DE&I culture and is a signatory to the Board Diversity Action Alliance, which seeks to increase the representation of racially and ethnically diverse leaders on boards of corporations, beginning with Black directors. The Board's directors bring a diversity of gender, race, national origin, thought, and global experiences that promotes informed decision-making.

## Working in Partnership

As part of our goal of promoting accountability, many of our long-term public goals and associated action plans are developed in partnership with external advisors. We consider perspectives from our ongoing engagement with shareholders and other stakeholders, and we actively engage with multiple ESG ratings organizations and indices as we advance our disclosure and promote transparency. This two-way dialogue informs our ESG approach, which defines our assessment of the environmental and social issues most significant to us. Materials and processes that guide our assessment include our Enterprise Risk Management (ERM) program for identifying, assessing, prioritizing, mitigating, and monitoring risks.

### BOARD OF DIRECTORS DIVERSITY

	2020	2021	2022
<b>GENDER DIVERSITY</b>			
Male	9	9	6
Female	3	3	4
<b>ETHNIC DIVERSITY</b>			
White	11	11	8
Black	1	1	2
<b>AGE DIVERSITY</b>			
50's	3	1	1
60's	4	6	6
70's	5	5	3
<b>TENURE DIVERSITY</b>			
0 – 3	4	2	3
4 – 6	2	4	3
7 – 9	3	3	3
10+	3	3	1

# COMPLIANCE

We are focused on ensuring compliance with our high standards and robust policies and processes throughout the company and our supply chain.

## COMPLIANCE PROGRESS

In 2022, we continued to provide compliance training to many colleagues across the business:

# 36,200

Colleagues trained via web-based compliance trainings

# 300

Live & interactive compliance training sessions

# 2,300

Total contacts to the Compliance Team reporting channels

## Leading From the Top

Our Chief Executive Officer and senior executives drive home the central message of our employee Code of Conduct – that business integrity and growth go hand-in-hand. To support the right behaviors throughout the company, we have a Compliance Team led by a Chief Compliance Officer. The Chief Compliance Officer provides an annual report to the Audit Committee on the overall implementation and effectiveness of Mondelez International's Compliance program, and provides quarterly updates to the Audit Committee on Code of Conduct compliance, investigation trends, and training activities. The Chief Compliance Officer also provides an annual report to the People and Compensation Committee on workplace compliance-related matters.

## Working With Suppliers Who Share Our Approach

We want to work with suppliers who share our values and collaborate for mutual growth and success. To this end, we expect our suppliers to work with us based on the following core principles:

- Abide by our Supplier Code of Conduct and the highest standards of ethics and integrity.
- Comply with all local, regional, and global regulatory requirements.
- Bring innovation that delivers competitive advantages.
- Provide safe, high-quality goods and services on time, in full, at a most competitive price.
- Support and contribute to our efforts in diversity, economic inclusion, and sustainability.

For more comprehensive information about our approach to Governance, Human Capital Management, and our shareholder outreach and engagement program, please consult our 2023 Proxy Statement.

## Respecting Human Rights

At Mondelez International, we are focused on making our snacks the right way, protecting the planet, and respecting the human rights of people in our value chain. As set out in our [Human Rights Policy](#), we follow the [United Nations Guiding Principles on Business and Human Rights](#) (UNGPs) as a framework to guide our approach to identify and address risks, and to disclose our progress. Our Human Rights Policy is aligned with our Code of Conduct, and together with our Supplier Code of Conduct and other company policies, they set out human rights requirements and expectations applicable to our own operations, as well as to our suppliers and business partners. We have adopted the Consumer Goods Forum's Priority Industry Principles on Forced Labor and the UN Women's Empowerment Principles. In addition, we are a signatory of the CEO Action for Diversity & Inclusion pledge.

## Empowering Our People

We treat everyone with care and integrity, in line with our Do What's Right value. This is underscored in our Code of Conduct and by our robust Compliance and Integrity Program to help us identify, monitor, and address any issues in this area.

Our Speaking Up and Investigations Policy empowers our colleagues to ask questions and raise concerns confidentially and anonymously through a telephone HelpLine and an online WebLine. We monitor contacts and work diligently to address concerns raised in a timely fashion.



# UN SUSTAINABLE DEVELOPMENT GOALS

As we work together to make snacking right, we directly support several of the UN Sustainable Development Goals (SDGs).

To live up to our purpose to empower people to snack right and deliver on our sustainability strategy, goals, and long-term ambitions, we focus where we believe we can make a bigger difference and deliver greater long-term positive impact.

Through signature programs and close collaboration inside and outside Mondelez International, we are focusing on more sustainable snacking – more sustainable sourcing of key ingredients, lowering climate impact, respecting human rights, and reducing packaging waste. We are building our pool of deep and diverse talent, making strong progress in our global DE&I ambitions for our colleagues, culture, and communities. We are evolving our portfolio to meet a range of consumer nutrition and well-being choices, while promoting mindful portions and active lifestyles. We are also supporting social sustainability and human rights.

In so doing, we directly impact a number of SDGs in particular. The infographic highlights the SDGs that we are most closely aligned with – the ones where we believe we can have the biggest impact. It also shows how our programs contribute to the other SDGs, reflecting our aim to positively impact all 17.

## Top Tier: Priority SDGs where our impact is most closely linked

	 <p><b>2 ZERO HUNGER</b> End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</p>	 <p><b>3 GOOD HEALTH AND WELL-BEING</b> Ensure healthy lives and promote well-being for all at all ages.</p>	 <p><b>6 CLEAN WATER AND SANITATION</b> Ensure availability and sustainable management of water and sanitation for all.</p>	 <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	 <p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b> Ensure sustainable consumption and production patterns.</p>	 <p><b>13 CLIMATE ACTION</b> Take urgent action to combat climate change and its impacts.</p>
<b>MONDELEZ PROGRAM ALIGNMENT</b>	<ul style="list-style-type: none"> <li>• Ingredients</li> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Mindful snacking</li> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental</li> </ul>	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Ingredients</li> <li>• Social</li> </ul>	<ul style="list-style-type: none"> <li>• Packaging</li> <li>• Environmental</li> <li>• ESG reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Ingredients</li> <li>• Environmental</li> </ul>

## Additional Tier: We seek to positively impact all other SDGs

	 <p><b>1 NO POVERTY</b> Eradicate poverty in all its forms everywhere.</p>	 <p><b>4 QUALITY EDUCATION</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>	 <p><b>5 GENDER EQUALITY</b> Achieve gender equality and empower all women and girls.</p>	 <p><b>7 AFFORDABLE AND CLEAN ENERGY</b> Ensure access to affordable, reliable, sustainable and modern energy for all.</p>	 <p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.</p>	 <p><b>10 REDUCED INEQUALITIES</b> Reduce inequality within and among countries.</p>
<b>MONDELEZ PROGRAM ALIGNMENT</b>	<ul style="list-style-type: none"> <li>• Ingredients (Cocoa Life)</li> </ul>	<ul style="list-style-type: none"> <li>• Ingredients (Cocoa Life)</li> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Ingredients</li> <li>• Diversity and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental</li> </ul>	<ul style="list-style-type: none"> <li>• Social</li> </ul>
	 <p><b>11 SUSTAINABLE CITIES AND COMMUNITIES</b> Make cities and human settlements inclusive, safe, resilient and sustainable.</p>	 <p><b>14 LIFE BELOW WATER</b> Conserve and sustainably use the oceans, seas and marine resources for sustainable development.</p>	 <p><b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p>	 <p><b>15 LIFE ON LAND</b> Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, conserve and enhance freshwater ecosystems and marine biodiversity.</p>	 <p><b>17 PARTNERSHIPS FOR THE GOALS</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development to accomplish the Sustainable Development Goals.</p>	
<b>MONDELEZ PROGRAM ALIGNMENT</b>	<ul style="list-style-type: none"> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Ingredients</li> <li>• Packaging</li> </ul>	<ul style="list-style-type: none"> <li>• Social</li> </ul>	<ul style="list-style-type: none"> <li>• Ingredients</li> </ul>	<ul style="list-style-type: none"> <li>• All</li> </ul>	

# CLOSING LETTER



**Laura Stein**  
EVP, Corporate & Legal Affairs and General Counsel  
Mondelez International

In these turbulent times, it is more important than ever for all of us at Mondelez International to stay true to our purpose – so that we can fulfill our potential and honor our goals to make a bigger difference and deliver greater long-term positive impact in the world. For all of us, in essence, to make snacking right.

From the unprecedented worldwide shock that was COVID-19 to the ongoing tragic war in Ukraine, from volatile global markets to floods, droughts, and other natural disasters – events in recent years have underlined just how much we live in an increasingly uncertain and complex world. A world where we face both daily challenges, not least the pressures on cost of living due to persistently high inflation, and generational challenges, notably the mounting urgency surrounding climate change.

In times of turmoil, it pays to stay focused on what is truly important and where we believe we can make a bigger, better difference, and I am immensely proud of how our colleagues continue to strive to live our purpose to empower people to snack right.

Snacking Made Right is how we sum up our deep determination to build a more sustainable snacking company, by taking a strategically focused long-term approach to offering the right snack, for the right moment, made the right way.

Many great aims and actions are packed into those three phrases, and throughout this report we have endeavored to shine a light on some of the most important ones – from the additional \$600 million we have pledged to our signature Cocoa Life sourcing program to the advances we are making in encouraging our consumers to snack more mindfully, from our championing of DE&I to our focus on working with others to help create more resilient landscapes.

Ultimately, Snacking Made Right inspires us all to work together to be a global snacking leader, to reduce our impact on the environment, have a positive impact on customers, consumers, colleagues, and communities, and conduct ourselves in an ethical, purposeful, and inclusive manner.

While seeking to amplify and accelerate the positive impact of our programs, we have also focused on providing transparent and measurable information for our stakeholders on our goals, policies, initiatives, and programs through our reporting.

Just as we aim to keep increasing our impact, so too do we aim to keep enhancing our reporting, so we can help people be better informed, build trust, and foster a broad and inclusive spirit of collaboration. For in these fast-changing and uncertain times, we must not only make sure that we stay the course set by our purpose but also encourage everyone to join us in this journey to make snacking right.

**Laura Stein**  
EVP, Corporate & Legal Affairs and General Counsel  
Mondelez International

**"In times of turmoil, it pays to stay focused on what is truly important and where we believe we can make a bigger, better difference, and I am immensely proud of how our colleagues continue to strive to live our purpose to empower people to snack right."**

Website references throughout this document are provided for convenience only. We assume no liability for any third-party content contained on the referenced websites.

### **About Our ESG Goals**

Reported information against our quantitative ESG goals, unless otherwise stated, (i) covers the annual reporting period from January 1 to December 31 of the stated year, (ii) includes manufacturing facilities under our direct and indirect control, (iii) excludes acquisitions since 2018, and (iv) excludes Venezuela. Where quantitative goals are linked to revenue, information is for Mondelez International revenue (excluding acquisitions since 2018 unless stated otherwise) except Venezuela, for which results are excluded from our consolidated financial statements. Where quantitative goals are linked to operations, information is for operations under the control of our integrated supply chain function (excluding acquisitions since 2018 unless stated otherwise); unless stated otherwise, data for external manufacturing includes estimates. Due to rounding, numbers presented in this report may not add up precisely to the totals provided and percentages may not reflect the absolute figures. Although the numbers presented in this report for this year's performance are rounded, some of the prior years' numbers were not rounded. Historical, current and forward-looking sustainability-related information and statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future. We caution you that this information is approximate, that these statements and information are not guarantees of future performance, nor promises that our goals will be met, and are subject to numerous and evolving risks and uncertainties that we may not be able to predict or assess. In some cases, we may determine to adjust our commitments or goals or establish new ones to reflect changes in our business, operations or plans.

### **Forward-Looking Statements**

This report contains forward-looking statements. All statements other than statements of historical fact are "forward-looking statements" for purposes of federal and state securities laws, including any statements of the plans, strategies and objectives of management; any statements regarding our environmental, social and governance and sustainability strategies, goals, policies, initiatives and programs; any statements concerning proposed new products, services or developments; any statements regarding future economic conditions or performance; any statements of belief or expectation; and any statements of assumptions underlying any of the foregoing or other future events. Forward-looking statements may include, among others, the words, and variations of words, "will," "may," "expect," "would," "could," "might," "intend," "plan," "believe," "likely," "estimate," "anticipate," "objective," "predict," "project," "drive," "seek," "aim," "target," "potential," "commitment," "outlook," "continue," "strive," "ambition" or any other similar words. Although we believe that the expectations reflected in any of our forward-looking statements are reasonable, actual results or outcomes could differ materially from those projected or assumed in any of our forward-looking statements. Our future financial condition and results of operations, as well as any forward-looking statements, are subject to change and to inherent risks and uncertainties, many of which are beyond our control. Please also see our risk factors, as they may be amended from time to time, set forth in our filings with the U.S. Securities and Exchange Commission (SEC), including our most recently filed Annual Report on Form 10-K and subsequent Quarterly Reports on Form 10-Q. There may be other factors not presently known to us or which we currently consider to be immaterial that could cause our actual results to differ materially from those projected in any forward-looking statements we make. We disclaim and do not undertake any obligation to update or revise any forward-looking statement in this report, except as required by applicable law or regulation. The information included in, and any issues identified as material for purposes of, this report may not be considered material for SEC reporting purposes. In the context of this disclosure, the term "material" is distinct from, and should not be confused with, such term as defined for SEC reporting purposes.

