



Mondelēz  
International

# SNACKING MADE RIGHT

2023 ESG REPORT



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# 2023 HIGHLIGHTS

Guided by our ambition to build a more sustainable snacking company, we take a strategic long-term approach as we strive to meet our Environmental, Social and Governance (ESG) goals. You can find additional details on our ESG goals under [About Our ESG Goals](#) subsection within the [About This Report](#) section.

## MINDFUL SNACKING - CONSUMERS

**~100%**

Maintained 4 years of continued internal manufacturing sites certified to food safety schemes that are benchmarked by the Global Food Safety Initiative (GFSI)



**~62%**

net revenue delivered through mindful portions <sup>(1)</sup>.

**+17**

percentage points



## CLIMATE & ENVIRONMENT



Science Based Targets Initiative (SBTi)-validated end-to-end carbon emissions targets <sup>(7)</sup>.

Approximately  
**-3.7%**

GHG emissions reduction across our value chain (vs. 2018) <sup>(7)</sup>.

Reduced food waste from distribution by about

**-69%**

vs. our 2018 baseline.



Sourced  
**~48%**

Electricity at manufacturing sites from renewables, up from 4.0% in 2022 <sup>(22)</sup>.

## SUSTAINABLE INGREDIENTS

Confirmed aim to seek no deforestation across primary commodities by 2025.

Distributed approximately  
**8,589,000**

trees to Cocoa Life communities <sup>(25)</sup>.

**~256,000**

Cocoa Life farms mapped <sup>(41)</sup>.

Trained around  
**225,000**

farmers in Good Agricultural Practices <sup>(25)</sup>.

**~99%**

of wheat volume needed for our European business biscuits production grown under the Harmony Charter <sup>(9)</sup>.

Maintained approximately  
**100%**

Roundtable on Sustainable Palm Oil (RSPO)-certified palm oil sourcing <sup>(3)</sup>.

## PACKAGING



Approximately  
**96%**

of our packaging was designed to be recyclable <sup>(11)</sup>.



Founding investor in a Circulate Capital initiative in Latin America aimed at reducing plastic waste.

Co-lead the Consumer Goods Forum's Plastic Waste Coalition of Action Flexibles Working Group, focused on developing Ethylene Propylene Rubber (EPL) as a more sustainable source of flexibles and innovation in packaging.

## DIVERSITY, EQUITY & INCLUSION



Employee satisfaction score of  
**~80**

based on annual global employee engagement survey. Score is in top quartile of external benchmark. participation % across the workforce and an all-time high for 2023.

**~42%**

of global management roles held by women <sup>(30)</sup>.

Nearly  
**~3X**

Tripled diverse placements from Historically Black Colleges and Universities (HBCUs) to our early career program in the U.S. since 2020 <sup>(32)</sup>.



Reached total spend of around

**\$880M**

with minority and women owned suppliers <sup>(17)</sup>.



Approximately

**29,000**

volunteer hours spent by our people giving of their time, talents and in service to their communities.

# CHAIRMAN & CEO LETTER



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

*“We are committed to make snacking right for everyone our business touches—from the farmers and communities that produce our ingredients to the consumers who enjoy our snacks. We are proud to report that we are executing against our clear 2025 goals, which put us on the path to pursue our bold long-term ambitions.”*

I am incredibly proud of our work in 2023 to continue meeting evolving consumer preferences and delivering strong results while making meaningful progress against our Environmental, Social and Governance (ESG) priorities. We made this progress despite ongoing global inflation and economic uncertainty, a testament not only to the power of our iconic brands, but also to our focused and strategic approach to sustainable growth and the passion of our amazing 91,000 colleagues around the world.

This year we strengthened and refined our portfolio with substantial investments in our beloved brands through innovation, renovation and reformulation. This is coupled with acquisitions of companies such as Clif Bar & Company (Clif), whose commitment to well-being and the environment closely aligns with our mission and supports our purpose of empowering people to snack right. Furthermore, we continued to advance communication on Mindful Snacking and achieved quantifiable progress against the sustainability goals detailed in this report.

From reducing our climate impact through tangible actions, like transitioning to renewable energy sources across many of our manufacturing facilities, to scaling regenerative agricultural practices across our sustainable ingredient sourcing programs, we continue to build on progress against our 2025 ESG goals. I am pleased to say this year’s Snacking Made Right report demonstrates measurable action against our long-term ambitions, including the aspiration to reach gender parity across our business leadership teams and realize a goal of net-zero carbon emissions by 2050.

Particularly amid a dynamic environment that faces rising inflation, we remain focused on more sustainable sourcing. Prices of cocoa, a key ingredient for many of our brands at Mondelez International, have risen considerably as a result of declining supply of cocoa over the course of this calendar year, largely due to weather’s impact on crop yield. Our sourcing strategies and our Cocoa Life signature sustainable sourcing program continue to address these challenges and build a more resilient supply of this important ingredient. Through Cocoa Life, we have been investing to lift up

people and restore landscapes where cocoa grows as we, and our sector more broadly, plan for the future.

We have prioritized industry and sector-wide collaboration, partnerships and advocacy as essential to deliver against our long-term ambitions. As such, we work in partnership with suppliers and across our value chain, and we play a leadership role in industry coalitions, including the Consumer Goods Forum (CGF) which I Co-Chair and the World Cocoa Foundation (WCF) which my Chief Sustainability & Impact Officer Chairs.

I’m delighted to note that our sustainability efforts have earned us high-profile recognition. In 2023, Barron’s placed us on its list of the 100 “Most Sustainable U.S. Companies,” and Newsweek named us one of “America’s Most Responsible Companies.” We have earned this recognition while continuing to win the loyalty of our consumers.

The wide range of choices we offer as part of our Snacking Made Right mission, along with our strategic focus on chocolate, biscuits and baked snacks – categories we aim to represent 90% of our portfolio as part of our long-term growth strategy – strongly aligns with current consumer priorities.

Our diverse portfolio and focused categories keep us at the forefront of snacking, where, as leaders, we continue to pave the way in proving the resiliency of our brands despite disruptions, challenges and emerging trends, including the advent of weight-loss drugs. We can confidently say snacking is here to stay and believe we are well positioned for long-term sustainable business growth.

We know there is a continued place for mindful indulgence in a balanced lifestyle. Our chocolate portfolio in particular, including beloved brands such as *Cadbury*, *Toblerone* and *Milka*, is well-attuned to the 85% of consumers polled in 2023 who confirm they are likely to savor an indulgent snack. And our portfolio offers choice, featuring healthier alternatives such as *belVita* biscuits and whole-grain snack bars, as well as portion-control products that contain less than 200 calories and now generate nearly 20% of our sales.

Our focus on mindful snacking is being applied across our entire portfolio in support of our mission to offer the right snack, for the right moment, made the right way. By 2025 we aim for up to 100% of our net revenue from our snacking portfolio through Mindful Portion Snacks, those in either individually wrapped mindful portion serving sizes or with mindful portion labeling.

Driving against our ESG goals is fundamental to enabling our long-term growth, holding our leadership position in snacking and advancing a business that will remain resilient for many years to come. At the heart of this lies the winning growth culture we continue to create in support of our people who lie at the center of these efforts.

We continue to map our disclosures against existing frameworks, including the Sustainability Accounting Standards Board (SASB) and Task Force on Climate-Related Financial Disclosures (TCFD), in response to stakeholder feedback, and we continue to assess new frameworks and conventions for potential adoption.

In 2024, we remain focused on further empowering people to snack right by honing our portfolio, strengthening our brands and continuing to execute with excellence and innovation. I believe that these efforts are setting us up for years of high-quality sustainable growth and I remain humbled to advance the important work of Snacking Made Right for generations to come.

# ABOUT US





## 2023 Highlights <sup>(18)</sup>

### LEADING THE FUTURE OF SNACKING

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

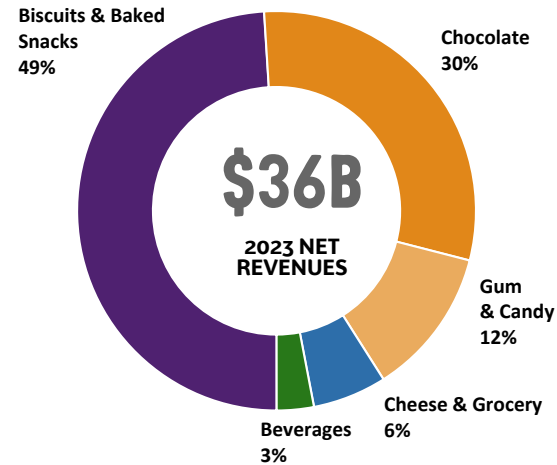


### MARKET LEADING ACROSS CORE CATEGORY

-  Biscuits, Protein/Energy Snack Bars
-  Biscuits, Cakes & Pastries
-  Chocolate
-  Biscuits
-  Chocolate

**#1 IN KEY SNACKS MARKETS <sup>(18)</sup>**

### 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, Côte D'Or and Toblerone chocolate; Oreo, 7 Days, CLIF, Kinh Do, LU, Ritz, Nabisco and Chips Ahoy! biscuits and baked snacks.

Our brands span five product categories and we are optimizing our portfolio prioritizing our fast-growing core categories of chocolate, biscuits and baked snacks.

#### BAKED SNACKS INCLUDING



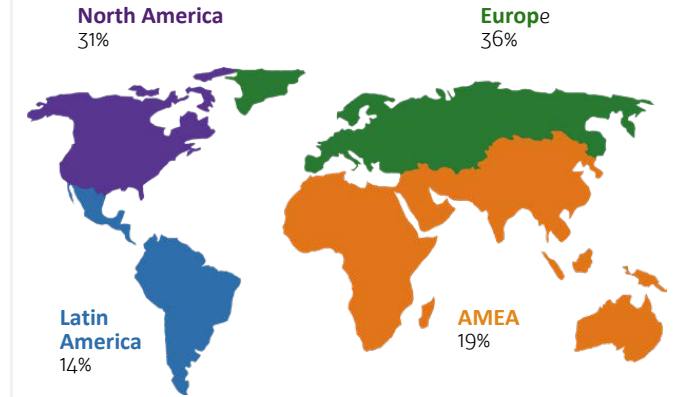
#### BISCUITS INCLUDING



#### CHOCOLATE INCLUDING



### NET REVENUES BY REGION



### OUR REACH

We operate in approximately 80 countries.

**~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.

# OUR PURPOSE

## OUR FOUR STRATEGIC PRIORITIES SUPPORT OUR PURPOSE, MISSION AND VALUES, AND GUIDE OUR GROWTH STRATEGY.

### WHAT DRIVES US

**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, we all strive to:

- **Love our consumers and our brands.** We deeply know our consumers and understand their desires for personal well-being and thoughtful care for our planet. It shapes how we share delightful and sustaining snacks with them.
- **Grow every day.** In everything we do, we're thinking of one thing – growth. We operate with speed and efficiency instead of focusing on perfection. Our people are at the heart of everything we do. They are the driving force behind our growth.
- **Do what's right.** Always. We treat everyone with care and integrity. Our diverse, inclusive and connected community makes us stronger and secures our steps forward on the right path. We follow through on our commitments, doing what is right for our consumers, right for our partners, right for our brands and right for the environment.



**GROWTH**  
Accelerating Consumer-centric Growth



**EXECUTION**  
Driving Operational Excellence



**CULTURE**  
Building a Winning Growth Culture



**SUSTAINABILITY**  
Scaling More Sustainable Snacking



# OUR APPROACH

Our ESG priorities are based on our Snacking Made Right framework and designed to deliver on our mission: to lead the future of snacking by offering the right snack, for the right moment, made the right way. Our strategic approach to

Snacking Made Right, alongside our long-term growth strategy – represented by the four pillars of growth, execution, culture and sustainability – helps us drive innovative, sustainable business growth.

## PRIORITIZING FOR GREATER IMPACT

Snacking Made Right focuses on the following social and environmental areas in which we believe we can deliver greater long-term positive impact.

Our strategy and goals in addressing these key focus areas support our growth, and are underpinned by our broader focus on promoting a culture of safety, quality, inclusivity and equity.

**MORE SUSTAINABLE 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.

**MORE SUSTAINABLE PACKAGING**




We aim for reducing and evolving packaging and improving systems to support our vision 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 / MINDFUL SNACKING**



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

**COLLEAGUE WELL-BEING**



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

# HOW WE GET IT DONE



## ENSURING STRONG GOVERNANCE

Our comprehensive governance structure provides strong oversight of our ESG efforts. Our Board of Directors oversees our ESG-related risks, strategy, progress, alignment with purpose, stakeholder interests and strategic risks and opportunities. It also 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.

Our Governance, Membership and Sustainability Committee (GMSC) oversees our ESG policies and programs related to corporate citizenship, social responsibility and public policy issues that are significant to us. These issues include sustainability and environmental responsibility; food labeling, marketing and packaging; philanthropic and political activities and contributions; and the Board's ESG education and capabilities.

The People and Compensation Committee oversees our DE&I priorities, as well as workplace safety, employee wellness, pay equity, talent sourcing strategies, talent management and development programs, and ESG Strategic Progress Indicator (SPI) goals for incentive plans.

The Audit Committee oversees our safety priorities, goals and performance, as well as our ESG-related disclosure in SEC filings, including controls and assurance.

Our ESG goals are part of our risk and strategic planning processes and are considered as part of our annual incentive compensation program for our leadership. Business leadership teams and our Board regularly reviews progress toward these programs and priorities.

## EMBEDDING SUSTAINABILITY INTO OUR BUSINESS OPERATIONS

Our local-first and consumer-centric business model means that while ESG goals are set in five year increments globally, business transformation requires a balance across global scale and local operations to deliver progress against these goals. Our GMSC Committee oversees programs to integrate ESG policies and programs at the local business level across all of Mondelez International's business units.

## INVOLVING OUR PEOPLE

We integrate sustainability into how we do business and empower our employees across every function to play a role. We do this by providing our colleagues with the information to drive action, the motivation to make changes and the opportunities to make sustainability part of every business decision.

### Inform

In 2023, we invested in an education program to upskill employees more deeply about issues facing the planet, like climate change, and the changes that need to happen across our business to address them. It focused on three key areas: fundamental issues, strategy, and execution, alongside education on evolving regulatory requirements around sustainability. To deliver the program, we used a variety of tools, including informational videos, academy training workshops and a dedicated information hub and share a variety of ESG-related materials with our customers and suppliers.

### Inspire

We focus on leading where it matters most and driving change where the world needs it most. Our Global Sustainability Team sits in a prominent place in the business, within the Corporate & Legal Affairs function. And it collaborates cross-functionally to implement a range of sustainability programs. Leaders from all functions share information about our sustainability work to engage employees and inspire them to think and work more sustainably.

### Involve

Sustainability touches every part of our business, so we offer initiatives that every employee – from leaders to frontline workers – can participate in. More than 10,000 colleagues around the world took part in our first Green Week learning and engagement session in 2023. And our Changemakers community volunteering program invites each employee to make a pledge that makes a difference across in our ESG focus areas.

## WORKING IN COLLABORATION

Collaboration is essential to transforming our business and delivering progress against our long-term goals. That's why we both participate in and lead many industry coalitions, including the Consumer Goods Forum (CGF) and the World Cocoa Foundation (WCF).

**CGF:** Our Chairman and CEO, Dirk Van de Put, has co-chaired the CGF at the Board level since June with a two-year mandate alongside Frans Muller, President and CEO of Ahold Delhaize. We are an active member of the Forum's Forest Positive Coalition of Action. We also co-sponsor the Forum's Global Food Safety Initiative, have co-chaired its Human Rights Coalition of Action since June as well as the Plastic Waste Coalition of Action. We are poised to support the Forum's work to accelerate its members' aspirations to transition to net zero emissions through the newly formed Net Zero Coalition of Action.

In May, our Chief Impact & Sustainability Officer, Christine Montenegro McGrath, was appointed as WCF's chairperson. Since then, we have further supported the Foundation's vision to catalyze a thriving and equitable cocoa sector that collaborates to help improve farmer income, reverse deforestation and combat child labor.

## COMMUNICATING WITH STAKEHOLDERS

At Mondelez International, we communicate to internal and external stakeholders on our environmental, social and governance programs through a variety of ESG-related materials. Externally, our program progress is shared through a variety of ESG reporting frameworks and on our website. Internally, employees receive an annual Health, Safety and Environmental (HSE) training manual which covers topics such as human rights, food safety, security and environmental topics. Annually we publish our Human Rights Due Diligence Report made available on our website. Additionally, environmental management issues are shared, escalated and solved with internal stakeholders through a variety of channels including monthly regional meetings, global forums and through our sustainability hub team. We continue to seek two-way dialogue with our stakeholders and are completing our Double Materiality Assessment in accordance with the EU's Corporate Social Responsibility Directive (CSRD).

## ESG REPORTING

We discuss our ESG goals and programs in detail in our annual Snacking Made Right report available on our website. We provide an ESG data sheet and are aligned with the SASB and TCFD reporting frameworks. We also provide our annual CDP Climate Change, Water Security and Forests disclosure.



# DIGGING DEEPER INTO OUR MATERIALITY

We're in the process of our materiality assessment in line with upcoming regulatory requirements (laws, regulations, standards and rules). Results anticipated in due course.

Internal and external advisors are helping us review the impact environmental and societal issues have on our business and shape our strategic response and action plans. We consider the materiality of these issues to our business. We consider the perspectives, priorities and asks of shareholders and other stakeholders as we shape long-term goals and associated action plans, and have these goals and plans validated by external advisors. To advance our disclosure and promote transparency, we also engage with multiple ESG ratings organizations and indices. Our two-way dialogue informs our ESG approach, which defines our assessment of the environmental and social issues most significant to us.

## FOCUSING IN ON PRIORITY TOPICS.

Some of the 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; our Company's total greenhouse gas (GHG), land and water footprint; consumer insights data; and publicly available data on societal issues, including statistics and reports from government authorities, non-governmental organizations (NGOs) and peer companies.

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

## SAFETY



Promote the safety of our people and products.

## ENVIRONMENTAL & SOCIAL SUSTAINABILITY



Aim to reduce environmental and societal impact across operations, landscapes and communities including the sourcing of our primary ingredients, product packaging and manufacturing.

## SUPPLY SECURITY



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

## CONSUMER & COLLEAGUE WELL-BEING



Support well-being through portfolio enhancements, Mindful Snacking messaging and community partnerships. Advance a diverse workforce and create an inclusive culture for employees providing equity of opportunity.

# OUR ESG PRIORITIES

We have set clear 2025 goals that put us on the path to pursue bold long-term ambitions.

Our strategic focus areas, goals and ambitions map to the areas of our business best positioned to drive progress, and are aligned to what we believe is significant to our long-term business success. They also support our vision to lead the future of snacking and our aim to reduce our environmental footprint and have a positive lasting impact on people and communities as we continue to grow.

These goals include more sustainable sourcing of key ingredients, reducing our environmental footprint, promoting the rights of people across our value chain and evolving our portfolio to offer a broader range of high-quality snacks that address consumer needs, while encouraging consumers to snack mindfully.

Guided by our ambition to build a more sustainable snacking company, we take a strategic long-term approach as we strive to meet our ESG goals. You can find additional details on our ESG goals under [About Our ESG Goals](#) sub-section within the [About This Report](#) section.

**MORE SUSTAINABLE INGREDIENTS**

**100%**

Goal by 2025: 100% of cocoa volume for chocolate brands sourced through Cocoa Life by 2025.

**CLIMATE**

**-35%**

Goal by 2030: 35% end-to-end CO<sub>2</sub>e emissions reduction by 2030 from 2018 baseline. By 2025: 10% absolute water usage reduction in priority sites and 15% food waste reduction in internal manufacturing sites from 2018 baselines.

**MORE SUSTAINABLE PACKAGING**

**-5%**

Goal by 2025: Aim to reduce virgin plastic by 5% and virgin rigid plastic by 25% from 2020 baseline. Goal by 2025: Aim to have approximately 98% or more of our packaging designed to be recyclable.

**SOCIAL IMPACT**

**100%**

Goal by 2025: Aim to cover all Cocoa Life communities in West Africa with Child Labor Monitoring & Remediation Systems.

**DIVERSITY, EQUITY & INCLUSION**

**2X**

Goal by 2024: Aim to double representation of women in executive leadership roles (defined as Mondelez Leadership Team +1) from 2018 base of 18%. Aim to double U.S. Black representation in management from 2020 base of 3.2%.

**CONSUMER / MINDFUL SNACKING**

**100%**

Goal by 2025: Aim for up to 100% of net revenue through Mindful Portion Snacks – those in either individually wrapped mindful portion serving sizes or with mindful portion labeling.

**SUPPLIER DIVERSITY**

**\$1B**

Goal by 2024: Aim to spend \$1 billion with minority and women owned businesses.

**NO DEFORESTATION**

**NO DEFORESTATION**

Seek no deforestation across our primary commodities following a phased approach that begins with our European Business and rolls out to other regions.

# OUR ESG PROGRESS

Guided by our ambition to build a more sustainable snacking company, we take a strategic long-term approach as we work to meet our ESG Goals.

		OUR AIM	2023 Performance	
<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 <sup>(1)</sup>	62 %	
<b>Sustainable Snacking</b>	<b>Ingredients</b>	100% cocoa volume for chocolate brands sourced through Cocoa Life by 2025 <sup>(2)</sup>	85 %	
		Maintain 100% palm oil volume Roundtable on Sustainable Palm Oil (RSPO) certified <sup>(3)</sup>	100 %	
		100% cage free eggs globally by 2025 (excluding Russia, Ukraine & Vietnam) <sup>(4) (37)</sup>	52 %	
		Dairy supply sourced from suppliers with formal animal welfare standards <sup>(5)</sup>	67 %	
		100% wheat volume needed for Europe business biscuits production grown under the Harmony charter by 2022 <sup>(6)</sup>	99 %	
	<b>Environment</b>	35% end-to-end CO <sub>2</sub> e emissions reduction by 2030 (vs. 2018) <sup>(7) (38)</sup>	(3.7)%	
		10% CO <sub>2</sub> e emissions reductions across our manufacturing operations by 2025 (vs. 2018) <sup>(8)</sup>	(34)%	
		10% absolute water usage reduction in priority sites by 2025 (vs. 2018) <sup>(9)</sup>	(15)%	
		15% food waste reduction in internal manufacturing sites by 2025 (vs. 2018) <sup>(10)</sup>	(28)%	
		50% food waste reduction from distribution by 2025 (vs. 2018)	(69)%	
	<b>Packaging</b>	Approximately 98% or more of our packaging designed to be recyclable by 2025 <sup>(11) (39)</sup>	96 %	
		5% reduction in virgin plastic by 2025 (vs. 2020) <sup>(11)</sup>	(2.3)%	
		25% reduction in rigid virgin plastic by 2025 (vs. 2020) <sup>(11)</sup>	9 %	
		5% recycled plastic content by 2025 <sup>(11)</sup>	1.4 %	
<b>Colleague &amp; Community</b>	<b>Social</b>	100% manufacturing sites completed SMETA audit within the past 3 years <sup>(12)</sup>	91 %	
		100% prioritized supplier sites completed SMETA audit in past 3 years <sup>(13)</sup>	90 %	
		Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 <sup>(14)</sup>	75 %	
	<b>DE&amp;I</b>	Double U.S. Black representation in management by 2024 (2020 base of 3.2%) <sup>(15)</sup>	6.3 %	
		Double representation of women in executive leadership (defined as Mondelēz Leadership Team + 1) roles by 2024 (2018 base of 18%) <sup>(16)</sup>	42 %	
			Spend \$1 billion with minority and women owned businesses by 2024 <sup>(17)</sup>	\$880M
	<b>Workplace Safety</b>	Severity and Total Accident Rate (TAR): Continued focus to reduce Severity 1 safety incidents to zero	(23)%	

We aim to regularly and transparently report our progress. You can find additional details on our ESG goals under [About Our ESG Goals](#) sub-section within the [About This Report](#) section.

# CISO LETTER



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

*“The world is changing rapidly, demanding that we change with it. We are committed to working collaboratively on interrelated systemic issues across the sector to deliver impact.”*

With 2030 on the horizon and 2025 quickly approaching, I’m genuinely inspired by the progress the Mondelez International team has made over the past year to drive our upcoming goals and have a clear plan to achieve our long-term ambitions.

Over the past year, we’ve done critical work to reduce our climate impact. This includes developing a time-bound, net-zero carbon emissions roadmap and reduction plan linked to targets independently validated by the SBTi, scaling regenerative agricultural practices across our signature sourcing programs, and reducing carbon emissions at scale across our owned operations. This work lays the necessary groundwork for Mondelez International to make progress against our long-term net-zero target, an aspiration I am so proud to see our Company deliver measurable progress against.

This important work and the progress detailed in this report would not have been possible without our committed people, our partnerships with suppliers and NGOs and our collaboration with industry coalitions, including the World Cocoa Foundation and Consumer Goods Forum. We are committed to work in genuine partnership to deliver impact.

The world is changing rapidly, demanding that we change with it, and we are committed to working on interrelated systemic issues. Particularly as supply of cocoa has been hindered this year largely due to weather with lower production causing a rise in the price of this important input, we have continued our focus on our cocoa sourcing program, Cocoa Life, to support our goal of a thriving and equitable cocoa sector that collaborates to combat interrelated system issues like deforestation, farmer poverty and child labor.

Through perseverance and diligence, we have built an end-to-end carbon emissions reduction roadmap, leveraging both tried-and-true programs as well as new pilots associated with SBTi-validated emissions reductions targets. These efforts are helping us meaningfully reduce our emissions and give us a clear path forward as we progress against our long-term ambition.

We’ve also made strong progress toward our 2025 environmental and social goals, some of which we have already achieved or exceeded. Some highlights from 2023 I’m particularly proud to share include:

- a. Scaling regenerative agricultural practices across our signature sourcing program, Cocoa Life, where our programs continue to make an impact to help eliminate deforestation and contributes to our Scope 3 carbon reductions.
- b. Sourcing approximately 99% of wheat volume needed for our European business biscuits production grown under the Harmony Charter<sup>(6)</sup>.
- c. Sourcing nearly half of electricity at manufacturing sites from renewables, up from more than 40% in 2022<sup>(22)</sup>.
- d. Slashing food waste from distribution by an impressive approximately (69)%.

This work creates value for our business and helps enable our future growth by making our business more resilient. Looking ahead, we aim to further sharpen, amplify and accelerate our impact across our priority areas. We are also focused on evolving to meet expanding regulatory requirements and remain committed to transparency in sharing our progress.

I am grateful for the passion, drive and ownership Mondelez International team members bring to their roles every day. I am proud to work alongside them and the many others we collaborate with to drive positive impact at scale and continue to make progress in 2024.

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



# MINDFUL SNACKING OVERVIEW

We believe every snack can be enjoyed in a mindful way. As proud makers of chocolate, biscuits and baked snacks loved the world over, we are thoughtful in the way we make and manage our evolving portfolio of brands.

“As a snack company dedicated to empowering people to snack right, the integration of mindfulness into our brand experiences not only accentuates the pleasure and satisfaction our consumers feel when they enjoy our delicious snacks; it helps our consumers develop a more balanced approach to snacking and provides guidance to how we build our brands.”

**Jennifer Hull**

Senior Director, Global Mindful Snacking and Category Strategy, Mondelez International



Through our Mindful Snacking Strategy, we aim to support consumer well-being on four fronts:

- 1** Championing portions and mindful behavior through individually wrapped pre-portioned packs and mindful portion label information.
- 2** Enhancing our ingredient and nutrient profile while continuing to deliver delightful brand experiences.
- 3** Providing options to our consumers that meet their evolving expectations.
- 4** Marketing responsibly in line with high ethical standards.

Our Mindful Snacking Strategy is underpinned by a 2025 Mindful Portions goal and multiple global and local initiatives. In 2023, we made solid progress on all pillars of our Mindful Snacking Strategy, advancing our ambition to help consumers enjoy our delicious snacks.



# OUR APPROACH & PROGRESS

Below is a summary of our four Mindful Snacking Strategy pillars and progress in 2023.

## CHAMPIONING PORTIONS AND MINDFUL BEHAVIOR

To help consumers savor our snacks while they manage their calorie intake, we are expanding our range of individually wrapped Mindful Portion packs of 200 calories or fewer. For products that are not pre-portioned, our aim is to provide Mindful Portion information on the pack.

We strive to further embed mindfulness into our brand experiences and to promote broader awareness through our collaborations with health and nutrition professionals. We also partner with expert organizations, such as the Portion Balance Coalition, British Nutrition Foundation, International Food Information Council (IFIC), and non-governmental organizations (NGOs) like Save the Children, whom we collaborate with on issues such as hunger and food access.



### 2023 PROGRESS

Our Mindful Portions goal aims to deliver up to 100% of our net revenue by the end of 2025 through Mindful Portion snacks, meaning those in either individually wrapped Mindful Portion serving sizes of no more than 200 calories or featuring Mindful Portion labeling.

In 2023, approximately 62% of our net revenue came from Mindful Portion snacks, and we remain on track to achieve our 2025 goal<sup>(1)</sup>.

## ENHANCING OUR INGREDIENT AND NUTRIENT PROFILE

We continually strive to enhance the nutrient and ingredient profile of our snacks portfolio through efforts to reduce sugar, sodium and saturated fat content and use more whole grains, increasing fiber and micronutrients as appropriate. We do this while continuing to deliver delightful brand experiences.

As part of these efforts, we work independently and with partners to advance technologies that support nutrient and ingredient enhancements.

### 2023 PROGRESS

We continued to evaluate and enhance the ingredient and nutrient profile of our snacks portfolio through renovations to our existing products. The percent of volume of our products meeting the International Food & Beverage Alliance (IFBA) Pledge is progressing as planned.

- In India, we reduced sugar content by approximately 15% in our *Bournvita* biscuits and by about 5% in *Oreo* Chocolate.
- In the Middle East and Africa, we reduced sodium content in *Oreo* by around 5% in Morocco, and by approximately 30% in Saudi Arabia and UAE.
- In Brazil, we reduced sugar content anywhere from around 22-33% depending on the variety.
- In the U.S., the *Honey Maid* brand now meets the 2025 IFBA sodium pledge due to an approximately 10% reduction in sodium on the *Honey Maid* low fat offering.
- In the U.K., our *belVita* biscuit offerings have reduced sodium content, including the Honey & Nut variety, which achieved an approximately 75% reduction in sodium, and about 15% reduction in sugar, while increasing fiber.

## PROVIDING OUR CONSUMERS WITH OPTIONS

Consumer trends are evolving, and it is vital we keep pace with consumers' changing dietary needs and expectations. We continue to grow existing nutrition-forward brands such as *belVita*, *Triscuit*, and our snack bars portfolio. In response to consumer trends, we also innovate in key spaces including gluten-free and low/no sugar.



### 2023 PROGRESS

We continued to grow our existing offerings in this space through marketing investment and innovation. At the same time, we innovate our brands in areas identified by consumers, such as functional benefits and specific dietary needs.

## MARKETING RESPONSIBLY

We recognize the need to provide accurate and appropriate information that helps consumers make informed dietary decisions.

Our public [Responsible Marketing Position](#) reinforces that our marketing and labeling not only complies with all regulations and standards, but also helps our consumers snack right. We have a strong global Marketing to Children Policy that applies to every market where we do business. We do not advertise our products in any media where 30% or more of the total viewing audience is under the age of 13.



As a founding member of the IFBA, we work with others across the industry to support responsible marketing, including underrepresented communities, and have made a global pledge to the World Health Organization (WHO) in the areas of nutrition and responsible food marketing

In addition, we have external and internal 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.

### 2023 PROGRESS

We continue to maintain our high food marketing standards, including those set out in our Marketing to Children Policy and industry pledges. We participate in local pledges in several countries including Australia, New Zealand, Belgium, Brazil, Canada, France, Germany, India, Malaysia, Mexico, the Philippines, Singapore, South Africa, Spain, Turkey, UAE, the U.S. and the EU (EU Pledge).

# CHAMPIONING PORTIONS & MINDFUL BEHAVIOR

We aim to help consumers enjoy our products more mindfully by empowering them to choose the right snack, for the right moment, made the right way. By inspiring mindful eating, we believe people can experience more enjoyment and satisfaction in snacking.

**~62%**

net revenue delivered through mindful portion snacks, those in either individually wrapped mindful portion serving sizes or with mindful portion labeling<sup>(1)</sup>.

**+17**

percentage points

## 2025 MINDFUL PORTIONS GOAL

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 of 200 calories or less, or with Mindful Portion labeling<sup>(1)</sup>.



## WHAT IS SNACKING MINDFULLY?

For many years we have encouraged consumers to apply mindfulness principles to help them enjoy the snacking experience as part of a more balanced lifestyle. It is acknowledged that mindful snacking is:

### Relevant

More and more people practice mindfulness across multiple facets of their lives to help achieve wellness and balance.

### Accessible

Mindful eating can be practiced by anyone, anywhere and with any snack.

### Effective

There are multiple benefits of mindful eating, including increased satisfaction.

## SIX MINDFUL SNACKING BEHAVIORS

There are six behaviors that can help people snack mindfully and better enjoy their overall snacking experience as they aim to achieve a more balanced lifestyle.



- 1 Know what you want (emotional and functional needs).
- 2 Be aware of portion size & moderate it.
- 3 Enjoy & appreciate the snack with all your senses.
- 4 Be present in the moment.
- 5 Be aware of your hunger, fullness & satisfaction level.
- 6 Reflect on your whole eating experience.

## HELPING OUR CONSUMERS SNACK MINDFULLY

Our pre-portioned packs encourage people to manage their calorie intake while Mindful Portion labeling provides calories-per-portion-of-product on pack with a visual depiction of one portion, helping consumers better understand how to make more informed snacking choices.

Brand-inspired tips, digital resources and mindful eating education programs are available [on our website](#). We have also partnered with renowned mindful eating expert, Dr. Susan Albers, Psy.D., to provide consumer-friendly videos that explain the importance of snacking mindfully and how to practice it as part of a balanced approach to snacking.

*"Through our partnerships with credible science-led organizations such as the British Nutrition Foundation, we help drive awareness around the benefits of mindful snacking including through portions. We continue to offer actionable guidance on how snacks can be enjoyed by consumers as they aim to achieve a more balanced lifestyle. This is a great example of how we continue to help educate and empower our consumers."*

**Rimi Obra-Ratwatte**

European Lead, Nutrition Strategy and Communications, Mondelez International



## PARTNERSHIPS FOR INCREASED AWARENESS AND UNDERSTANDING

We're not alone in our mindful eating journey. We continue to partner with reputable nutrition professionals to help spread awareness and understanding of the practice and benefits of snacking mindfully.

This includes participating in nutrition events centered on eating behaviors, as well as publishing summaries of panel discussions or practical approaches in scientific journals to increase understanding and application of mindful eating amongst the scientific community. We provide nutrition professionals with [educational material](#) on mindful eating for them to use with consumers. We also have volunteer employee programs in place that share mindful snacking behaviors in various forums.

Specific partnerships include those with science-led organizations including the British Nutrition Foundation and IFIC. We also partner with the Portion Balance Coalition, a multi-sector collaborative dedicated to developing and raising awareness of portion strategies and innovations to help support more balanced lifestyles.

## LOOKING AHEAD

For Mondelez International, championing portion size and mindful snacking behavior is not just a goal. It is integral to our Mindful Snacking Strategy.

We will continue to work with our consumers to identify new insights to help us further embed mindfulness into our future brand experiences.

# ENHANCING OUR INGREDIENT & NUTRIENT PROFILE

We are thoughtful about how we design and make our products, and our efforts to enhance their nutritional quality.

*"We support our consumers to mindfully enjoy snacks as part of a more balanced lifestyle. Our work to reduce sugar, sodium and saturated fat content in our snacks is an important part of our strategy, and we work to shift, toward more whole grains, fiber and micronutrients. We strive to enhance the ingredient and nutrient profile of our portfolio while continuing to provide delightful taste experiences for our consumers."*

**Jennifer Sallit**  
Vice President, Scientific & Regulatory Affairs & Nutrition Strategy, Mondelez International



## GUIDING OUR PORTFOLIO'S NUTRIENT AND INGREDIENT PROFILE

As a founding member of the IFBA, we are part of its Global Sodium Reduction Commitment, a groundbreaking collective pledge made by the food industry in 2021. Through IFBA, we publicly pledged to reduce sodium in key categories of our global portfolio by 2025 and 2030.

We also have category-based nutrition guidelines to guide new product development and enhancement of existing products. We also use brand-specific guidance to help drive further nutrition enhancements across our portfolio.

## MAKING PROGRESS ON OUR NUTRIENT PROFILES

Through product renovations across the world, we work to reduce levels of ingredients like sugar and sodium.

Below, are some of examples of our efforts to enhance the nutrient profile of products across our portfolio in 2023 <sup>(19)</sup> <sup>(20)</sup>.

- In India we reduced sugar content by approximately 15% in our *Bournvita* biscuits and by about 5% in *Oreo* Chocolate.
- In the Middle East and Africa we reduced sodium content in *Oreo* by around 5% in Morocco, and by approximately 30% in Saudi Arabia and UAE.
- In Brazil we reduced sugar content anywhere from around 22-33% depending on the variety.
- In the U.S. the *Honey Maid* brand now meets the 2025 IFBA sodium pledge due to an approximately 10% reduction in sodium on the *Honey Maid* low fat offering.
- In the U.K. our *belVita* biscuit offerings have reduced sodium content, including the Honey & Nut variety, which achieved an approximately 75% reduction in sodium, and about 15% reduction in sugar, while increasing fiber.
- In Argentina we introduced *Tang Balance* in two flavors (lemonade and orangeade) without sugar or sweeteners, providing 100% of daily recommended Vitamins C & D.



## LEVERAGING ENHANCED INGREDIENTS

Thanks to our baking expertise and research and development programs, we are well-positioned to bring our consumers the tasty snacks that they desire with enhanced ingredients like whole grains, fibers, and micronutrients.

Our iconic brands that already contain whole grains include *Triscuit*, *CLIF*, *belVita* and *Prince*.

- In 2023 we provided over 8 billion servings of whole grains through biscuits and baked snacks <sup>(19)</sup>.



We've also increased fiber content across multiple brands in 2023:

- Approximately 23% of our biscuits and baked snacks contained a minimum 3g of fiber per 100g <sup>(20)</sup>.
- In the Netherlands we increased the fiber content of our *Liga Milkbreak* brand within a range of around 10 to 20% depending on the product offering.
- In Brazil three of our *belVita* biscuit flavors have increased fiber by more than 100%.

Micronutrient fortification is a proven, safe and cost-effective way to enhance nutrient content and help support dietary needs. We use this approach to add vitamins and minerals to certain products expected by our consumers and in accordance with applicable regulations, general dietary guidance and evidence-based data. In 2023, we enhanced the nutrient profile of certain brands through fortification. They include:

- *Kinh Do* mini savory cakes now enriched with Vitamin A and Zinc.
- *Tang* now delivers approximately 100% of the recommended daily allowance of Vitamin C in India and the Philippines.

## ENHANCING THE BENEFITS OF BOURNVITA

*Bournvita* is a cereal-based powdered beverage crafted in partnership with nutritionists.

In 2023, we launched an enhanced formula in India that delivers about 50% of the recommended daily allowance of key micronutrients of public health importance for children between the ages of 7 and 9. These include iron, iodine and zinc, as well as vitamins A and D. The new formula also delivers nutrients that help support physical, mental and immune well-being, including calcium, magnesium and vitamin C. To further enhance the nutrition composition, the formula has almost 15% less added sugar compared to the prior formula.



## ADVANCING TECHNOLOGIES, TODAY AND INTO THE FUTURE

With experts in nutrition and scientists in our world-leading research centers in the U.S. and U.K., we focus on identifying next-generation solutions to help drive continuous nutritional enhancements.

These experts work with world-leading research universities and institutes in the U.S., U.K., Europe and Australia, innovative food-tech startups and ingredient suppliers to deliver consumer-inspired breakthrough technologies.

We know technology plays a big role in helping to advance this journey. Together with our partners, we are working to discover new ways to enhance our brands with nutrient and ingredient options that delight our consumers while helping to support a more balanced lifestyle.



# PROVIDING OUR CONSUMERS WITH OPTIONS

It's important to us to offer a broad range of snacks that not only taste good, but provide benefits our consumers are looking for. Some of those benefits include sustenance, functional ingredients, or options to help them meet their dietary needs.

## ELEVATING OUR BRANDS THROUGH INVESTMENT & INNOVATION

We continuously grow and invest in brands that offer benefits, such as functional ingredients as part of their brand promise.

Mindful that consumers have diverse needs, we constantly innovate to meet evolving dietary needs and lifestyle choices.

In 2023, we did the following across our portfolio of brands:

*Oreo* – a brand loved by many, offers reduced-sugar options or variants with alternative ingredients in some parts of the world. In 2023, we expanded our U.S. *Oreo* gluten-free range with a mint flavor. In China, *Oreo* Thins Zero (sugar) launched a Dark Chocolate flavor.

*Triscuit* – developed and launched a campaign to celebrate how the product “starts with three simple ingredients” highlighting how the crackers are baked in the USA with American-grown wheat.

*Pacific* – which offers a source of fiber to help support digestive health, launched *Pacific* Oats Bite-Sized Cookies, made with 39% whole grain oat. It also launched the *Pacific* Milk Cookie, specially designed to help provide a rich source of protein (about 13 grams).

*Gourmet Foods* – invested approximately \$25 million since acquiring the brand to increase production of Olina's Bakehouse Artisan crackers range by around 35%, driving demand for Australia-sourced ingredients.

*Grenade* – high protein, low sugar snacks that partnered with *Oreo* to launch an *Oreo* snack bar variety.

*Perfect Snacks* – a pioneer in the fresh-snacking category, introduced nostalgia with the launch of *Perfect Bar Layers* in two classic flavor pairings: Crispy Peanut Butter & Chocolate, and Crispy Peanut Butter & Berry.

*CLIF* – purposely crafted foods which help energize before or after activity – launched its Spiced Pumpkin Pie and Peppermint White Chocolate seasonal flavors, bringing consumers more excitement throughout the year.



## OFFERING ALTERNATIVE INGREDIENTS

We have worked to develop great-tasting, gluten-free choices within our popular brands to meet evolving consumer demands – from savory to sweet biscuits to new flavor launches and snack bar options.

Four of our brands – *Oreo*, *Tate's Bake Shop*, *Good Thins* and *LUNA* – saw an opportunity to educate consumers during November's Gluten-Free Diet Awareness Month in the US by thoughtfully engaging supermarket dietitians. We also launched our first-ever comprehensive gluten-free platform activation: “Gluten-Free, Flavor Full.”

This multi-faceted program included in-store promotions, such as end-cap displays, sampling and digital campaigns.

## STAYING CLOSE TO CONSUMERS TO GUIDE OUR FUTURE

We take pride in staying close to our consumers. As we look ahead, our portfolio will continue to cater to their diverse and evolving needs.

We continue to sharpen our category and brand strategies, our approach to innovation and renovation, and our thinking on merger and acquisition opportunities. In doing so, we seek to maintain a deep and integrated understanding of our consumers' needs, today and in the future.



# MARKETING RESPONSIBLY & INCLUSIVELY

Our labeling and marketing helps our consumers to snack right.

People need simple and straightforward information to help them make dietary decisions that they believe are best for them and their families. So, we:

- Provide nutrition labeling on our products across global markets, according to applicable local laws and regulations.
- Where space permits and when permitted by law, include information on eight key nutrients: calories (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 collaborate with industry peers, consumers, and health authorities.

## NUTRITION LABELING

Our nutrition labeling is in line with international standards, including Codex Alimentarius (Codex) and as prescribed by applicable law and regulation. We provide nutrition labeling on 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 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 more 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 work 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 U.K. and Australia.

## NUTRITION AND HEALTH CLAIMS

We base our nutrition and health claims on reliable and sound scientific evidence and comply with applicable 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 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. Learn more on [our website](#).

## WORKING TOGETHER

We work with industry members to support responsible marketing and are a founding member of the IFBA.

Along with other IFBA members, we made a global pledge 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.

## EMPLOYEE TRAINING ON RESPONSIBLE MARKETING

Mondelēz International employees are also trained on responsible marketing and advertising practices.

- Responsible marketing training includes a multi-part online training module complete with video, case studies and practice scenario evaluation questions.

## 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 to better protect consumers online. We help to advance

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

## LEADING IN RESPONSIBLE AND INCLUSIVE MARKETING

We continue to support underrepresented communities not only through our focus on responsible food marketing, but also through our 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 pledges 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 is aligned with practices supported by the World Federation of Advertisers. This organization, which we are members of, focuses on creating more effective social ecosystems through cross-sector initiatives such as helping to prevent the monetization of hate speech.

To support 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 or female director talent. Please refer to the Our Positions portion of our website for additional information.

## REGULAR TRAINING AND REVIEWS

We offer employees training on our Advertising and Marketing Policy and Marketing to Children Policy. In addition, training is provided at the local level.

We also utilize internal advertising review processes to make sure our advertising is reviewed at the local level for compliance with current policies and applicable laws and regulations.

# MAKING OUR SNACKS MINDFULLY

Our snacks are made safely, responsibly and mindfully. It's how our consumers can feel confident that the snacks they consumer and enjoy are safe and high quality.

In 2023, we continued having a high percentage of our manufacturers and suppliers certified to food safety schemes that are benchmarked by the Global Food Safety Initiative (GFSI). This further supports our ability to offer consumers safe, high-quality snacks they can enjoy and feel good about.

2023 PROGRESS	2020	2021	2022	2023
Internal manufacturing certified GFSI	100 %	100 %	100 %	100 %
External manufacturing certified GFSI	94 %	97 %	99 %	99 %
Raw material supplier certified GFSI	100 %	100 %	100 %	100 %
Food contact packaging suppliers certified GFSI	97 %	98 %	97 %	97 %

## MAINTAINING HIGH STANDARDS

We design consumer safety into all our products right from the outset so they are safe for consumption. To do so, we use a comprehensive quality management system to set standards that ensure the integrity of our snacks and their ingredients.

This includes advanced, science-based risk identification and management processes that help us assess and control factors that could potentially compromise processes and finished products, covering ingredients and packaging alike.

Our management standards covering raw materials, processes and end products are of the highest quality. And our food safety systems are based on the internationally recognized and recommended Hazard Analysis and Critical Control Point (HACCP) system.

Altogether, our comprehensive approach to safety means our consumers can continue to trust our products.



## REGULAR TRAINING AND REVIEWS

Giving our people ongoing training is an important aspect of embedding our standards into our business. In 2023, we trained approximately 8,800 employees and approximately 4,200 suppliers on issues concerning food quality and safety. And auditors of our manufacturing sites and suppliers alike review training records to confirm that all relevant training is completed and recorded.

We review our product quality policies every year based on industry benchmarking and best practices. We also make our own [supplier quality expectations publicly available](#).

## GLOBAL FOOD SAFETY SCIENTISTS

Many of our food safety scientists are subject matter experts on the boards of global standard-setting organizations such as the Food Allergy Research and Resource Program (FARRP), European Hygienic Engineering and Design Group (EHDG) 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 its schemes at all of our plants and expect our suppliers to do so as well. We promote our participation in GFSI with our stakeholders and across the industry.

We support food safety at the highest level of our organization: Our Chairman and CEO is currently co-chair of the CGF Food Safety Coalition, which helps steward the food safety agenda across the world.



# SUSTAINABLE SNACKING

Understanding and improving our impact on the environment 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.

## CLIMATE, ENVIRONMENT & COMMUNITIES

We understand how people and planet are inextricably connected. That's why we've designed our strategies to be holistic, covering the social, economic and environmental factors that drive sustainable change.

And it's why we follow a value stream approach. Starting with people and communities as the foundation of positive change, we focus on key issues like social responsibility and human rights in our value chain.

~(34)%

CO<sub>2</sub>e emissions reductions across our manufacturing operations in 2023 (vs. 2018) <sup>(6)</sup>.

~48%

In 2023, about half of the electricity used in our manufacturing sites was renewable, compared to 40% in 2022 <sup>(22)</sup>.

~96%

In 2023, approximately 96% of our packaging was designed to be recyclable, on track for our goal of approximately 98% or more by 2025 <sup>(11)</sup>.

We also consider climate change and how we can go beyond reducing our own carbon emissions and help contribute to resilient landscapes and communities. We aim to use natural resources more efficiently and sustainably, with a specific focus on sourcing key raw materials in ways that help minimize impact and contribute to biodiversity while reducing our use of virgin plastic packaging and promoting a circular pack economy.



Key focus areas include helping to build resilient landscapes; taking action on climate change by reducing our carbon emissions; managing our water and waste more effectively; aiming to make our packaging light and right; 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.

Our approach to delivering progress is two-pronged, it starts with transforming our business operations, including working closely upstream and downstream in our supply chain and playing a leadership role in industry and sector partnerships focused on driving collaboration and collective action.

Notably we not only participate in but we chair the CGF and the WCF.

# CLIMATE RISKS

Our approach to climate change is broad, interconnecting our goals across areas like responsible sourcing, social sustainability and human rights.



Our approach also links our carbon emission-reduction goals, our leadership in sourcing ingredients more responsibly, and our commitment to social sustainability and human rights across our value chain. Every element of our approach reinforces the other. Indeed, our ingredient-sourcing programs are where most of our carbon emissions-reduction work and social sustainability efforts live. So as part of our signature sourcing programs for our key ingredients, such as cocoa and wheat, we are working towards supporting more resilient landscapes, communities and robust human rights to help provide lasting economic, environmental and social benefits for the communities involved.

## CLIMATE RISKS AND RESILIENT COMMUNITIES

For us at Mondelez International, more sustainable snacking is part of a future where people and planet thrive together. Operating at global scale means we can have a meaningful positive impact by encouraging practices that respect land rights and investing in innovation and technology to increase transparency and measure impact at scale across our supply chain.

Identifying and managing climate change-related risks is part of our ERM process, enabling us to expand and deepen our understanding of our impact on the planet, inform our strategies and ultimately sharpen and enhance our approach. Find out more in [Corporate Governance](#).

Our climate strategy encompasses our goal to decarbonize our end-to-end supply chain by 2050 in line with the SBTi guidance and following recognized carbon accounting standards (GHG Protocol). As such, we are focusing on the reduction of our Scope 1, 2 and 3 GHG emissions.

Our metrics are aligned with the SBTi requirements across our value chain including Scopes 1,2 and 3 reduction targets as well as breaking emissions out into FLAG (Forest, Land and Agriculture) and non-FLAG related emissions. We report on our metrics and goals annually in our Snacking Made Right report and CDP Climate disclosure.

Our approach has followed the recommendations set by the TCFD. We continue to monitor this space so that our approach remains relevant and transparent, and continue to strive to provide our stakeholders with relevant information on climate-related issues.

## CLIMATE CHANGE-RELATED RISKS THAT INFORM OUR STRATEGIES

Physical risks include the increasing frequency of extreme weather events and natural disasters, effects on water availability and quality, and biodiversity loss. These impacts increase risks to the global food production and distribution system, and to the safety and resilience of the communities where we live, work and source our ingredients. They could also further decrease food security for communities around the world. Transition risks include increased focus by federal, state and local regulatory and legislative bodies around the world regarding environmental policies relating to climate change, regulating GHG emissions (including carbon pricing or a carbon tax), energy policies, disclosure obligations and sustainability, including single use plastics.

For more details please visit our [Annual Report](#).



## OUR CLIMATE RISK STRATEGIES

Key strategies that help to make us more resilient:

### 1. 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 operate are more resilient. To this end, we focus on key areas for greater impact, including addressing human rights risks in sourcing key commodities, and working to improve living wage and due diligence in our own operations.

Find out more in [Social Sustainability & Human Rights](#).

### 2. OUR APPROACH TO NET ZERO CARBON

We've been on a path to reduce our carbon emissions for several years now, and took a key step in 2021 to set our long-term target of net-zero GHG emissions across our full value chain by 2050.

Most recently, our end-to-end emissions reduction targets of 35% by 2030 and net-zero target by 2050 have been validated by SBTi. This follows our submission of a time bound plan within SBTi's timeframe, consistent with the 1.5°C protocol which includes providing documentation of our carbon accounting, aligning to new standards and guidelines, continuing to transform our business operations and supply chains, and transparently reporting progress.

Find out more in [Our Carbon Footprint](#).

### 3. AIM TO SEEK NO DEFORESTATION ACROSS PRIMARY COMMODITIES BY 2025

Deforestation doesn't only contribute to global climate change – it also has a serious impact on local communities and ecosystems. At Mondelez International we're aiming for the end of deforestation across our primary commodities over the next two years. Our phased approach means we aim for cocoa, palm, soy, and paper materials placed on the market after December 30, 2024 and used by our European business, to be deforestation free – with our goal for other regions to follow by December 31, 2025. The cutoff date is December 31, 2020 in accordance with EU regulations and SBTi guidance. This is the date after which deforestation is counted in a company's supply chain, meaning that products have to be produced on land that has not been subject to deforestation or forest degradation after 31 December 2020.

When it comes to deforestation, two of the commodities we source – cocoa and palm – are regarded as at-risk. We work closely with our key cocoa and palm suppliers to supply us with deforestation-free cocoa and palm. We also call on our suppliers, including those of soy, pulp and paper, to take steps to end deforestation in their own supply chains.

Our full [deforestation free position](#) is available on our website.

#### Cocoa

It's been a decade since we launched our signature sustainability program, Cocoa Life, which takes an integrated approach to help tackle the root causes behind the social, economic and environmental challenges faced by cocoa farming. We've carefully monitored its progress, mapping the farms registered and partnering with Global Forest Watch to monitor the forests via satellite technology. Cocoa Life continues to grow, and we're aiming to source all the cocoa volumes we need for our chocolate brands via the program by 2025.

Cocoa Life isn't the only example of our leadership in this area. It was in 2015 that Mondelez International first raised the issue of cocoa-driven deforestation at COP21 in Paris. Two years later, we became a founding member – also with the Governments of Côte d'Ivoire and Ghana and 36 other chocolate and cocoa companies – of Cocoa and Forests Initiative (CFI). Today, CFI is a leading public-private partnership to help address deforestation and restore forests in cocoa growing areas.

Find out more in [Cocoa Life](#).

#### Palm Oil

We've been RSPO certified since 2013. We gather information on the mills where our direct suppliers source from, which we make public, while at the same time we continue to engage with our direct suppliers to help tackle environmental and social challenges in the supply chain.

The Palm Oil Action Plan (POAP) we have in place makes our suppliers responsible for preventing deforestation in their own operations or supply chains. This requires them to map and monitor all plantations and engage with any that fail to comply.

At Mondelez International we only account for a small fraction of the total demand for palm oil. To help drive wider change, we're involved with many other organizations that are also committed to improving the palm oil supply chain across the world. These include bodies like the Consumer Goods Forum Forest Positive Coalition (CGF FPC), the Consumer Goods Forum Human Rights Coalition (CGF HRC), the Palm Oil Transparency Coalition (POTC), the Palm Oil Collaboration Group (POCG) and the Roundtable on Sustainable Palm Oil (RSPO).

Find out more in [Palm Oil](#).

#### Soy

The comparatively low levels of soy that we buy means we have little direct influence over the sector. That said, we apply CGF sourcing guidelines to purchasing of this ingredient.

We also track indirect emissions from the dairy industry that arise from the use in cattle food of raw ingredients such as soy grown in deforested areas. That gives us the insight we need to buy most of our dairy ingredients from suppliers whose farmers are selective about what they feed their cows. It also helps us engage openly with our suppliers on the need to provide dairy products based on deforestation-free cattle feed.

#### Pulp and Paper

For pulp and paper, we require the mills and printers that supply us to be Forest Stewardship Council (FSC) certified. As part of our strategy implementation by end of 2025, we aim to leverage chain of custody certification programs to confirm that the virgin paper packaging we use is sourced from sustainably managed forests.

Ending deforestation needs sector-level transformation. We support an approach in which key players along the value chain work collectively to tackle systemic issues at the industry, country and landscape-level. One example is the CGF FPC.

Find out more in [Sustainable Packaging](#).

#### Raw Materials - Cocoa

Our signature program, Cocoa Life, was created in 2012 to help tackle the complex, interconnected challenges in the cocoa value chain. In 2023, our Cocoa Life program reached around 243,000 cocoa farmers<sup>(24)</sup>, and approximately 85% of the cocoa volume for our chocolate brands was sourced through the program<sup>(2)</sup>.

Two key elements drive our cocoa emissions reduction: agroforestry and farming practices. Conserving the land and forests is important for 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. We support farming communities with the right on- and off-farm tree planting activities and apply farm mapping technologies and agroforestry techniques to monitor progress.

Building on our work from 2022, we're continuing to expand our list of defined customized emission factors that will help us to reduce our carbon emissions intensity. In doing so, we're using data to translate our interventions in deforestation prevention and agroforestry as well as farming practices into custom emission factors. In our major sourcing countries, this approach is resulting in lower emissions per tonne of product than we would obtain with generic emission factors.

Find out more in [Protecting & Restoring Forests](#).

#### Raw Materials - Dairy

Dairy is an area in which we have limited scale within the industry, but an important focus area in our footprint. To maximize our efforts, we have taken a two-pronged approach to help reduce carbon.

Find out more in [Dairy](#).

### 4. INCREASING REGENERATIVE AGRICULTURAL PRACTICES

To help improve agricultural resilience, we're 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 coalitions with multiple stakeholders.

Find out more in [Protecting & Restoring Forests](#).

*“Our climate strategy builds on the foundation of many years of community collaboration, as is seen for example in our signature sourcing programs for key raw materials such as Cocoa Life and Harmony Wheat. It is the combination of social, economic and environmental objectives that we believe holds the key to success.”*

#### Michael Weber

Senior Director, Climate & Environment,  
Mondelez International



# OUR 2050 NET-ZERO EMISSIONS GOAL

At Mondelez International, we are part of a broad movement across our sector that aims to bring about more sustainable ways of growing a business. For us, this involves aiming to reduce our environmental impact while helping to support resilience across our supply chains and the communities our business touches.

Our near-term 2030 goal vs 2018 base year aims for:

**-35%**

GHG emissions reduction across our value chain <sup>(21)</sup>.

Our long-term 2050 goal vs 2018 base year aims for:

**NET-ZERO**

GHG emissions reduction across our value chain <sup>(7)</sup>.

We focus on areas where we believe we can make the greatest positive difference for the long term. This includes aiming to reduce our impact on the environment across key focus areas including our operations, our supply chain and our communities.

We have signed the SBTi's Business Ambition for 1.5°C, aligning our long-term emissions mitigation targets with the Paris Agreement's aim of limiting temperature rise. We've also joined the United Nations "Race to Zero" campaign to help build momentum toward a decarbonized economy.

In April 2024 the SBTi (Science Based Targets initiative) successfully validated our near-term net-zero target resulting in the approval of our full value chain goal to reduce absolute end-to-end GHG emissions 35% by 2030 and net-zero by 2050 from a 2018 base year. Find out more on [SBTi's website](#).

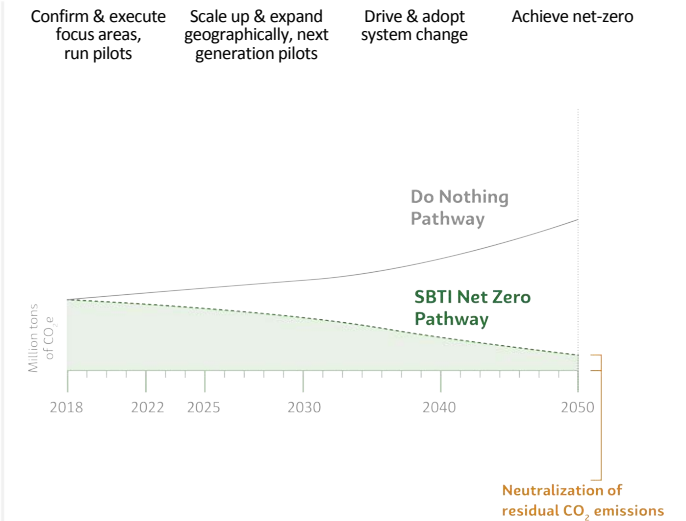
Our carbon footprint is assessed end-to-end encompassing emissions from field to shelf and we are addressing approximately 90% of these emissions in our goal boundary <sup>(7)</sup>.

## OUR NET-ZERO ROADMAP FOLLOWS THE SBTI REDUCTION PATHWAY

We are implementing the SBTi reduction pathway following distinct phases.

Our near-term goal is to reduce our end-to-end CO<sub>2</sub>e emissions by approximately 35% by 2030 compared to a 2018 baseline, in line with the SBTi's Net-Zero Standard. Along with our Scope 1, 2 and 3-related goals, this includes the break out of emissions driven by Forest, Land and Agriculture (FLAG) in line with the SBTi's FLAG guidance for land-intense sectors <sup>(7)</sup>.

As we have set a near-term goal by 2030 aligned with our net-zero validated target, we are incorporating the approach and learnings of our previously validated end-to-end CO<sub>2</sub>e emissions 2025 goal into our updated roadmaps.



## REDUCING CARBON: THREE KEY DRIVERS

At Mondelez International, we focus our strategic efforts on three prominent drivers of carbon emissions at play in the food and beverage sector: the changing use of land, including deforestation; emissions related to farming; and use of fossil fuels. That's why we regard deforestation-free, regenerative agriculture and the avoidance of fossil fuels as key focus areas to help cut our emissions.

Today, we're focused on what really matters: shifting our ingredient supply chains away from sources where deforestation has any role to play; focusing on regenerative agriculture that uses ecological principles to sustain and restore degraded soils; and embracing renewable energy sources and low-impact, more sustainable packaging. To effectively bring these three strategies to life we have identified our main focus areas and created reduction roadmaps for each.

	LAND CONVERSION					FARM PRACTICES			FOSSIL FUEL USE				
Carbon Sources	Land Conversion driven by agricultural production					Cattle digestive emissions, cattle feed, farming inputs, soil depletion			Fuels used for combustion (Energy) and materials (Pack)				
Aim	Deforestation Free					Regenerative Agriculture			Reduce/replace fossil fuels				
Focus Areas	COCOA	DAIRY	PALM OIL	WHEAT	OTHERS	LOGISTICS	RENEWABLE ENERGY	OVEN & REFRIGERANTS	PACKAGING				
Scope	3	3	3	3	3	1,2,3	2	1	3				

# OUR CARBON FOOTPRINT

We've been applying the principles of the Greenhouse Gas (GHG) Protocol to our business for more than a decade. Drawing on the input of functions throughout the business – including Manufacturing and Logistics, Finance and Procurement – and working with external partners and our suppliers toward a framework for more consistent carbon reporting across our Scope 1, 2 and 3 emissions.

**2023 PROGRESS**

Approximately

**-3.7%**

GHG emissions reduction across our value chain (vs. 2018) <sup>(7)</sup>.

## DEFINING OUR SCOPES 1, 2 AND 3 EMISSIONS <sup>(7)</sup>

**For Scope 1**, we identify and report on the combustion of fuels taking place in our own facilities and mobile operations, as well as any fugitive emissions from our sites.

**Measuring Scope 2** emissions involves assessing indirect emissions associated with the electricity, heat and steam we buy for our own facilities.

**And for Scope 3**, we measure the indirect emissions generated within our value chain, such as the emissions generated from materials and services we buy, emissions generated from activities associated with fuel and energy, and emissions generated from finished goods storage and transportation, as well as business travel and investments.

## COMPLETENESS AND CONSISTENCY <sup>(7)</sup>

To help ensure that our carbon footprint reporting is more consistent, we expose our data to external verification and align our internal processes with the GHG Protocol standards. As part of this, we published our formalized [carbon accounting manual](#) during 2023. And we continued to increase the internal processes we use to promote consistency of approach, in the form of a growing range of Standard Operating Procedures (SOPs).

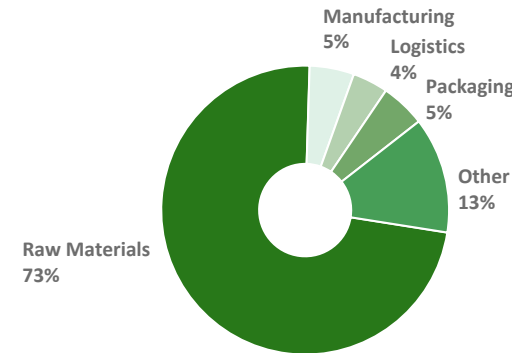
We continue to keep our carbon inventory up to date, now including the recently acquired Clif Bar & Company and excluding our more recent divestiture in gum. Further, we have updated our emissions factors to incorporate the most recent World Food Life Cycle Assessment Database (WFLDB 3.9) and Ecoinvent 3.9, which led to some updates vs prior year's data. Overall, our emissions continue to reduce over the years as we continue transitioning our materials to a number of new customized emissions factors, allowing us to reflect the strategic efforts following our three focus areas to reduce our emissions. Find out more in Reducing Carbon: Three Key Drivers.

Our end to end emissions are aligned with SBTi guidelines where we focus on our most impactful and actionable GHG emissions across the value chain (approximately 90% of our end to end CO<sub>2</sub>e emissions in base year 2018).

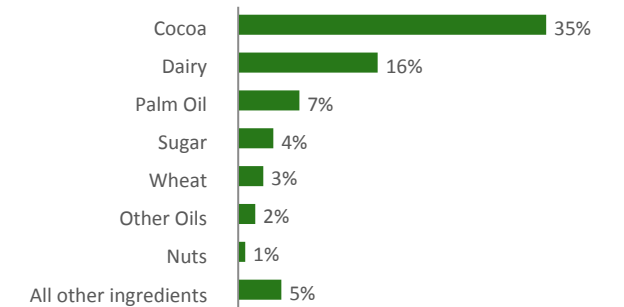
## WHERE OUR CARBON FOOTPRINT COMES FROM

Similar to other food manufacturers, we see about 73% of our footprint driven by raw materials. Cocoa and dairy are the two largest contributors in our footprint driven by our portfolio followed by: palm oil, sugar, wheat, other oils, nuts and all other ingredients.

**Carbon Footprint Breakdown:**



**Raw Materials Carbon Footprint Breakdown:**



The remaining approximately 27% are broken out across internal and external manufacturing, our packaging used to keep our products safe and protected during transportation and handling, logistics operations linked to storage and transportation of finished goods, and various other categories. Other includes emissions related to investments, external manufacturing raw materials, services, upstream fuel and energy-related activities, business travel and small categories.

Our end-to-end footprint has reduced by approximately (3.7)% compared to our 2018 baseline or approximately (4.1)% compared to emissions in the prior year. Our Scope 1 and 2 emissions continue to decrease, reflecting our progress in renewable electricity and energy efficiency. We reduced our Scope 1 and 2 (market-based) emissions by approximately (31)% compared to our 2018 baseline and approximately (14)% compared to emissions in the prior year.

Our Scope 3 emissions have decreased by approximately (2.2)% compared to our 2018 baseline, or approximately (3.7)% compared to emissions in the prior year as we continue to capture the positive effects of our various roadmaps, with the biggest impact coming from Cocoa.

Our carbon reduction strategy is based on our focus areas, which each have a distinct roadmap.

2023 PROGRESS <sup>(7)</sup>						
	2018	2021	2022	2023	% change vs 2018	% change vs 2022
Scope 1 (direct) emissions (CO <sub>2</sub> e Metric Tonnes)	904,000	—	862,000	779,000	(31)%	(14)%
Scope 2 (energy indirect) emissions (CO <sub>2</sub> e Metric Tonnes), market-based	805,000	—	512,000	406,000		
Scope 3 (other indirect) GHG emissions (CO <sub>2</sub> e Metric Tonnes)	30,469,000	—	30,942,000	29,793,000	(2.2)%	(3.7)%
<b>Total Emissions</b>	<b>32,178,000</b>	<b>—</b>	<b>32,316,000</b>	<b>30,978,000</b>	<b>(3.7)%</b>	<b>(4.1)%</b>



# REDUCING OUR CARBON FOOTPRINT IN OUR SUPPLY CHAIN



## MANUFACTURING

We're focusing on increasing both our energy efficiency and our use of renewable energy (with a focus on electricity), so that we can go further in reducing our carbon emissions and our costs. In 2023, about 48% of the electricity we used in our manufacturing sites was renewable, compared to around 40% in 2022<sup>(22)</sup>.

We are also continuing to make adjustments to how we operate. We are leveraging improved processing designs for enhanced efficiency. For example, we are replacing some natural gas baking ovens with low-carbon fuels or electricity. Find out more in [Energy](#).



## LOGISTICS OPERATIONS

We are working to reduce the emissions across our logistics operations. Efforts include investing in new and energy-efficient mobility solutions, as well as switching to renewable energy sources in our warehouses. We're also optimizing routes, reducing travel distances and improving the ways in which we use trucks and containers. Find out more in [Logistics](#).



## PACKAGING

We continue to strive to make our packaging "Light and Right." This means working towards reducing the virgin plastic material used in our packaging, while not compromising the quality and integrity of our products. We have deployed more sustainability design requirements across our global business. These requirements are aligned with industry guidelines – such as the CGF's Golden Design Rules – to promote consistency with contemporary good practice. By designing our packaging to be recyclable, evolving to more sustainable materials and increasing our use of recycled content, we are working towards improving carbon intensity across our portfolio. Find out more in [Sustainable Packaging](#).



## RAW MATERIALS - COCOA

Our signature program, Cocoa Life, was created 11 years ago to help tackle the complex, interconnected challenges in the cocoa value chain. In 2023, our Cocoa Life program reached around 243,000 cocoa farmers<sup>(24)</sup>, and approximately 85% of the cocoa volume for our chocolate brands was sourced through the program<sup>(2)</sup>.

Two key elements drive our cocoa emissions reduction: agroforestry and farming practices. Conserving the land and forests is important for 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. We support farming communities with the right on- and off-farm tree planting activities and apply farm mapping technologies and agroforestry techniques to monitor progress.

Building on our work from 2022, we're continuing to expand our list defining customized emission factors that will help us to reduce our carbon emissions intensity. In doing so, we're using data to translate our interventions in deforestation prevention and agroforestry as well as farming practices into custom emission factors. In our major sourcing countries, this approach is resulting in lower emissions per tonne of product than we would obtain with generic emission factors. Find out more in [Protecting & Restoring Forests](#).



## RAW MATERIALS - DAIRY

Dairy is an area in which we have limited scale within the industry, but an important focus area in our footprint. To maximize our efforts, we have taken a two-pronged approach to help reduce carbon intensity in dairy: We work directly with farmers supplying our core brands *Cadbury Dairy Milk* and *Milka*, and we closely collaborate with strategic processors. Thanks to first tracking their CO<sub>2</sub>e emissions and then developing action plans to reduce them, some strategic suppliers have successfully completed their baselines and are delivering lower carbon intensity compared to their base year. Find out more in [Dairy](#).



## RAW MATERIALS - PALM OIL

We have much less global share in palm compared to cocoa. Our aim to seek no deforestation builds upon the company's POAP which was first issued in 2014. It takes into account learnings and experience realized in the company's efforts to collaborate with suppliers to source deforestation-free palm oil and applies those learnings across primary commodities. In the future this plan will also take into account current and impending regulation, as well as insights from external frameworks such as the SBTi and collaborative organizations such as Consumer Goods Forum Forest Positive Collation of Action (CGF FPC) and Palm Oil Collaboration Group (CGF POCG). Find out more in [Palm Oil](#).



## RAW MATERIALS - WHEAT

Another example of our efforts to help curb our supply chain footprint is our Harmony sustainable wheat program for our biscuits in Europe. We started the program 16 years ago with just a handful of farmers in France for our LU biscuit brand, and today we collaborate with more than 1,100 farmers, cooperatives and millers in seven countries in Europe. Our goal is to grow 100% of the wheat volume needed for our European biscuits production under our expanded Harmony Regenerative Charter by 2030. Harmony includes a results-based charter of 20 mandatory practices plus 17 best practices built in close collaboration with agronomic experts, NGOs and, of course, our wheat supply chain. We have started to translate those interventions into customized emission factors for our footprint. Find out more in [Wheat](#).

# PARTNERING AND INNOVATING TO HELP REDUCE OUR CARBON FOOTPRINT

## SUPPLIER PARTNERSHIP PROGRAMS

In the last year, we have continued to build two major partnerships that are helping us better understand our broader Scope 3 emissions, while recognizing their level of alignment with our net-zero plans.

First, we continue working with EcoVadis, a leading provider of business sustainability ratings, to better understand, monitor, and increase transparency of our supply chain sustainability maturity.

Second, we are a partner of Supplier Leadership on Climate Transition (Supplier LOCT), a consortium of world-leading businesses aiming to reduce supply chain emissions with an initial focus on our top suppliers to encourage them on their own journey to Net Zero. For those suppliers we identify as needing additional support, we will be offering access to the courses of the Supplier LOCT platform which aims to support them with creating their Scope 3 footprint, setting CO<sub>2</sub>e reduction goals and reporting outcomes in line with the SBTi.



### Investment Approach

We are always considering our investments looking in particular at how these affect our overall carbon footprint and as such reflect interactions including reduction of holdings in our analysis.

## INNOVATION

During 2023, we've worked on many areas of innovation, which are aimed at helping us reduce our carbon emissions. Key examples include:

- **Cocoa Enhancement:** Working with the Alliance of Biodiversity International and CIAT (Centro Internacional de Agricultura Tropical) in a research collaboration to explore the feasibility and potential scale of using biochar as a carbon dioxide removal technology. Additionally, we are working with CIAT in a program called 'Landscapes for Sustainable Cocoa Livelihoods (C4SL) developing and piloting a scalable community-based Payment for Ecosystem Services (PES) model for the conservation of forests and ecosystems services in Ghana.
- **Wheat Pilot:** Developing a three-year baseline alongside Michigan State University Extension to initiate a regenerative agriculture program in 2024 looking at the use of regenerative agriculture in wheat for *Triscuit* recipes.
- **Dairy Research:** Our R&D organization has collaborated with the International Farm Comparison Network (IFCN) Dairy Research Network and the Scienta Group to keep abreast of developments and help us reach our ambitions for 2030 and beyond.
- **EcoDesign Development:** R&D colleagues throughout our business now have access to a digital EcoDesign tool to help them build reduced environmental impact into product and process innovations, reformulations and portfolio shifts. We also use our eQoPack, a packaging assessment tool developed by Quantis to help us design more sustainable packaging.
- **Reformulation Research:** We are piloting a digital dashboard to help us capture the carbon-reduction potential available through reformulation. We're also funding a project with The National Food Lab, Inc. to test the potential for taking dairy ingredients out of selected baked products with no negative impact on cost, taste or nutrition.



# ENERGY

Driving down our energy emissions is an important part of reaching our long-term goal relating to net-zero carbon. And we're focusing on three key areas to make it happen.

First, we're working hard to improve energy efficiency within our internal operations.

Next, we're taking action to electrify our operations and aiming for all the electricity we're using across our manufacturing sites by 2030 to be renewable by transitioning from fossil fuels to renewable electricity and electrification. Third, we're increasing our use of renewable electricity.

2023 PROGRESS	2018	2021	2022	2023
Total energy consumed (GJ) <sup>(22)</sup>	17,252,000	17,382,000	17,134,000	16,771,000
Total renewable electricity (%) <sup>(22)</sup>	—	33 %	40 %	48 %
Manufacturing CO <sub>2</sub> e emissions from energy (CO <sub>2</sub> e market-based metric tonnes) <sup>(8)</sup>	1,325,000	1,077,000	1,005,000	871,000
CO <sub>2</sub> e emissions reductions across our manufacturing operations (vs. 2018) <sup>(8)</sup>	—	(19)%	(24)%	(34)%

## OUR OPERATIONS

### Improving Energy Efficiency

Focusing in our operations, we are working to make our manufacturing plants more efficient by continuously investing in advanced energy-management systems and energy efficient technologies. We're drawing on the "eliminate, substitute, reuse, recycle" principles of the circular economy to progressively reduce our operations' carbon intensity and drive carbon absolute reduction. Solutions already in place are energy efficiency improvements to biscuit ovens and steam boilers, including heat recovery. We also invest in higher-efficiency equipment.



### Transition to Renewable Electricity and Electrification

We have been working towards shifting away from fossil fuels as the primary source of the power we use and transferring to biofuels and renewable electricity. Electrification combined with our transition to renewable-sourced electricity are drivers of our decarbonization strategy. We implemented onsite solar panels, and signed long-term wind and solar Power Purchase Agreements (PPAs) in several sites globally supporting new project implementation.

### Increasing the Use of Renewable Electricity

We're working closely with governments and suppliers to promote renewable energy wherever we operate – either bought using PPAs or generated on our facilities with onsite solar panels. This approach is working. About half of the electricity we used in 2023 came from various renewable sources, increasing from the approximately 40% achieved in 2022 <sup>(22)</sup>.

### 2023 IN REVIEW

Throughout 2023, we continued to make the important changes needed to help drive down our energy-related emissions. Our aim to deploy renewable electricity solutions aligns seamlessly with the broader sustainability agenda in our long-term growth strategy by driving decarbonization across our manufacturing footprint, making a major step forward in working towards achieving our sustainability goals.

Collaborations are vital to help deliver our carbon reduction goals and build a more sustainable snacking company and that's why in 2023 we continued and increased our efforts to make the shift to renewable electricity for both on- and off-site, grasping new opportunities as they emerged.

For solar and wind renewable electricity, we are excited to have entered into agreements in several countries where we have invested in onsite solar panels in countries like India, Vietnam, Poland, Thailand, Egypt, Bahrain, Pakistan and Malaysia. For instance, the electricity generated from the solar panel installation at our Skarbimierz plant in Poland is fully consumed by the site. And we continue to maintain approximately 100% renewable energy sources for Khon Kaen plant in Thailand and Sucat plant in the Philippines.

As part of our focus on increasing the use of renewable electricity, we signed 10 to 12-year PPAs with multiple partners. These included contracts in Spain and in Finland. These will start to deliver additional renewable electricity over the next three years.

In 2023, we also invested in several programs to improve energy efficiency with a combined total of approximately \$140 million in our European supply chain network, refurbishing ovens and introducing advanced new alternatives to decrease the impact of our outsourced manufacturing activities. This continued to help drive reductions in our Scope 1 and Scope 2 emissions during the year as the proportion of electricity from renewable sources continued to grow.

In Bahrain, we have an agreement to utilize thousands of solar panels for both rooftop and carport applications helping our plant to reduce and offset CO<sub>2</sub> emissions.

In Egypt, we have been reducing our emissions by building and measuring an energy management system and integrating energy efficiency projects and cleaner energy projects into operations.

In Morocco, we signed an energy agreement in March 2023 to equip our production site with hundreds of solar panels supporting Mondelez Morocco's ambition to utilize more of its energy needs.

*"Electrification combined with our transition to renewable electricity are key drivers of our energy efficiency strategy, further expanding the sustainability of our operations."*

### Ken Sparkman

Senior Director, Supply Chain Sustainability, Mondelez International



## GLOBAL LIGHTHOUSE NETWORK IN AMEA

In China, in 2023, three of our four plants joined the esteemed league of manufacturers recognized as the Global Lighthouse Network by the World Economic Forum (WEF). This prestigious label signifies their status as trailblazers in implementing Fourth Industrial Revolution technologies (4IR). These factories have reached meaningful milestones and demonstrated exceptional ability in amplifying productivity, promoting sustainability, and fortifying resilience, setting them apart as leaders in their field. In January 2023 Mondelez Suzhou factory which includes two plants (East Suzhou and West Suzhou plant) became the world's first "end-to-end lighthouse factory" for the snack biscuit industry, and also achieved a third-party verified Carbon Neutrality <sup>(40)</sup>. Also in December 2023, Mondelez Beijing plant joined the Lighthouse Network implementing an AI-powered dough-making lights-off workshop and gas consumption optimization with machine learning.

Also, early in 2023 Mondelez India's state-of-the-art Sri City factory became one of the first Indian FMCG plants awarded with the Advanced 4IR Digital Lighthouse Award by the World Economic Forum.

# LOGISTICS

## OUR LOGISTICS OPERATIONS

Outbound logistics activities (from manufacturing plants to customers) represent about 4% of our total company CO<sub>2</sub>e emissions. Most of our operations are outsourced, thus partnering with our suppliers is crucial to help deliver our net-zero emissions ambition. The main contributor to our emissions is truck transportation (about 85% of total logistics emissions).

At Mondelez International, we're working hard to reduce the emissions caused by our logistics operations across a range of activities. Efforts include investing in new and energy efficient mobility solutions, as well as switching to renewable energy sources in our warehouses. We're also aiming to use optimized distribution routes, reducing travel distances and improving the ways in which we use trucks and containers.

Mondelez International in India has been a particularly strong performer in this area. For example, it has partnered with Indian Railways and used the coastal waterways network to improve distribution, enabling the reduction of CO<sub>2</sub>e emissions associated with distributing chocolates and biscuits from our southern manufacturing cluster. This collaboration additionally helped in reducing lead time on these lanes.

In India, we made further cuts in our CO<sub>2</sub>e emissions by installing hundreds of solar panels at our largest distribution center there.

In the U.S., we reduced idling time in our Direct Store Delivery operations and improved the vehicle fill rate across our distribution networks.



We've also introduced some innovative mobility concepts across our Indian distribution network, including the use of compressed natural gas, eutectic technologies and pilots of electric transportation for urban deliveries. Electric transportation has also been piloted in a variety of markets, including China, the U.S. and Brazil.



In France, by consolidating warehousing and co-packing activities on a single location, we have shortened the distance trucks travel over the course of a year from plants to warehouses by hundreds of thousands of kilometers. We've also reduced outbound deliveries to our customers by combining Confectionary and Bakery products in the same trucks, decreasing travel.

In Europe, we run a program called Design to Transport which aims to enhance our transportation efficiency by improving vehicle utilization. Three pillars of this program are pallet height optimization, pallet loading optimization (e.g. double stacking) and our Pack Light Right program, which optimizes truck space utilization and drives air reduction in transport. In 2023 this program eliminated over one thousand trucks transiting between our manufacturing facilities and distribution centers.

# WATER

Today, a growing number of the world’s most important water systems are under increasing stress. Many of those that support a range of ecosystems, communities and industries, including agriculture, are drying up or becoming polluted through over-use. Climate change is also contributing to the challenge.

This is part of the reason why we at Mondelez International are aligned with the United Nations’ Sustainable Development Goals (SDGs), with a special focus on the availability and sustainable management of water for all. Our [water position](#) is available on our website.

Our business depends on water in multiple ways – from growing and sourcing the raw materials we use to operating our facilities. At every stage, clean water helps us keep our people safe, our supplies secure and our products safe. To promote using it more responsibly, we need to look beyond our own facilities to help ensure it both irrigates the commodities we use and is available to all in the communities where we operate. To make a positive impact, it is important that we partner on water stewardship with the organizations that contribute to the same watersheds as us.



## 2023 IN REVIEW

For the moment, our water management strategy will remain focused on delivering against our 2025 goal for reducing our water use at priority sites, located in water-stressed areas.

To that end, we implemented a water efficiency program based on strategies and initiatives led by our priority sites that allowed us to reduce our absolute water use at priority sites by approximately (15)% in 2023 (vs. 2018)<sup>(9)</sup>.

The main focus areas of this program include:

- water audits and assessments
- installation of water-efficient equipment and technology
- investment in enhanced reuse and recycling systems
- leak and water-loss prevention
- employee education
- data monitoring and reporting on improvements and cost savings
- benchmarking against industry standards
- monitoring and reporting of evolving regulations

Our Salinas plant in Mexico has implemented a reverse osmosis and water treatment unit to improve water usage efficiency and recycling.



Our factory in Port Elizabeth, South Africa has implemented a recycling project to recover water from processing and reuse it in utilities saving thousands of cubic meters of water in 2023.

Our factory in Recife, Brazil implemented several projects on wastewater treatment focused on recovery of condensation water from industrial air conditioning and moisture recovery from temperature control systems in cookie dough manufacturing, saving thousands of cubic meters of water reprocessing per year.

Our Lad Krabang plant in Thailand achieved reduced water use amid a prolonged dry season due to expanded water conservation efforts.

## FUTURE OUTLOOK

As we deliver against our 2025 goal, we continue to identify at-risk watersheds through a process that is informed by our global water risk assessment and business priorities for our operations and supply chain.

In the following years, we aim to develop detailed roadmaps and action plans for key basins that involve local stakeholder consultation, to identify and respond to local water risks in watersheds across our end-to-end supply chain.

Water stewardship will continue to be an important aspect of our governance, with people responsible for realizing our public goals in areas like Board oversight, public dialogue, compliance and accountability. We’ll also continue to consider future water risks and impacts in our strategic decision making.

2023 PROGRESS <sup>(9)</sup>	2018	2021	2022	2023
Total incoming water (m3) (without borrowed and rainwater, as per our current KPI definition)	10,304,000	9,886,000	9,257,000	9,167,000
Total incoming water to priority sites (m3) (without borrowed and rainwater, as per our current KPI definition)	5,992,000	5,621,000	5,121,000	5,092,000
Absolute water usage reduction in priority sites (vs. 2018)	—	(6.2)%	(14.5)%	(15)%

*“At Mondelez International we appreciate the importance of water for our planet, communities and as an important ingredient for our delicious products. That’s why we continue to invest in efficiency programs to optimize our water usage across our operations.”*

**Kevin Akaloo,**  
Vice President, Global Health, Safety, and Environment (HSE),  
Mondelez International



# WASTE

We've been working for years at Mondelez International to keep reducing the levels of waste from our operations. We continue to sharpen our focus on food waste, engaging in initiatives aiming to avoid it.

Close to a third of all food produced for human consumption is lost or wasted. That's why we're focused on key actions across our Company-owned manufacturing sites to reduce and eliminate food waste.

First, we have in place effective governance procedures that help us identify wastage hot spots and focus on the biggest losses incurred during production. This enables us to create ever-better process capabilities for reduction of waste.

We then apply proven Lean Six Sigma practices, using leading engineering and digital solutions. We continually track performance, enabling us to intervene quickly when corrective actions are needed. Within our manufacturing teams, we are continuously working to identify opportunities and course correct our practices.

## 2023 IN REVIEW

During the last year, we focused our key waste-related sustainability initiatives on making our production lines more efficient. We tracked waste trends every month, analyzing them to identify the best opportunities for reduction across all processes and geographies.

In addition to our 2025 goal of reducing food waste in internal manufacturing by approximately 15% (compared to our 2018 baseline) and individual goals across our regions, our businesses and sites keep us focused on continuous improvement in areas like waste generated, waste treated and waste to landfill. While our primary focus is on food waste, we also analyzed all our waste management throughout the year to identify and act on all major opportunities.

In 2023, this approach drove down food waste at our manufacturing sites by about (28)%- well ahead of our 2025 goal of approximately 15%. We also delivered about a (69)% reduction in food waste from distribution, surpassing our approximately 50% goal for 2025 (against our 2018 baseline).

For instance, our Sri-City plant in India initiated a multi-pronged approach with a tight governance mechanism to significantly reduce food waste. The approach leveraged IL6S methodology to identify waste generation sources and involved a loss analysis to improve process performance with reduced variability.

Our Richmond bakery plant in the U.S. achieved food waste reduction driven by more than 65 productivity projects that contributed to the improvement in waste reduction.

In Brazil, our Curitiba plant drove multiple scrap reduction and compost reprocessing flow optimization projects which have together resulted in a reduction of more than hundreds of metric tonnes of food waste compared to previous year. Also in Brazil, our Recife plant focused on scrap reduction in the wafer and cookie lines delivering waste reduction.

## STOPPING GOOD FOOD GOING TO WASTE

In 2023, our Philadelphia brand partnered with the innovative Too Good To Go app to help shoppers in Austria, Germany, Denmark, Finland, Norway, Sweden and Switzerland buy food right before it goes to waste. We identified an opportunity and worked together to address the uncertainty often caused by the best-before date (BBD), printing the "Often Good After" logo on our packaging.



We also co-created social media videos in Germany encouraging people to LOOK, SMELL, TASTE before throwing away anything unnecessarily.

In Sweden, we're also donating surplus products to Matmissionen Supermarkets, which are then sold at a reduced price to economically vulnerable consumers.

## FUTURE OUTLOOK

At Mondelez International, we continue our path towards food waste elimination by leveraging our business programs in food waste prevention and reduction with key collaborators. This focused effort has allowed us to achieve and exceed in 2023 our 2025 goal.

2023 PROGRESS				
	2018	2021	2022	2023
Total waste generated in internal manufacturing sites (metric tonnes) <sup>(10)</sup>	355,000	270,000	275,000	287,000
Total food waste generated in internal manufacturing sites (metric tonnes) <sup>(10)</sup>	243,000	169,000	180,000	179,000
Food waste reduction in internal manufacturing sites (vs. 2018) <sup>(10)</sup>	—	(30)%	(27)%	(28)%
Food waste reduction from distribution (vs. 2018)	—	(68)%	(58)%	(69)%



# SOCIAL SUSTAINABILITY & HUMAN RIGHTS

We use the [UN Guiding Principles](#) on Business and Human Rights (UNGPs) as a framework for minimizing and addressing associated risks, as detailed in our [Human Rights Policy](#).

## 2023 PROGRESS

**~91%**

of our manufacturing sites completed a SMETA (Sedex Members Ethical Trade Audit) audit within the past three years<sup>(12)</sup>.

**~90%**

of our prioritized supplier sites completed a SMETA audit within the past three years<sup>(13)</sup>.

**~75%**

of Cocoa Life communities in West Africa are covered by a Child Labor Monitoring & Remediation System (CLMRS)<sup>(14)</sup>.

We strive for the rights of people in our value chain to be respected and promoted, and the communities where we matter most to be resilient.

To this end, we run 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.

In this section, we detail our proactive efforts and evolving metrics to measure our progress as we continue to help to create a more responsible snacking industry. We recognize the journey ahead and the importance of striving for a brighter future for all those touched by our endeavors. We aim to align our practices with evolving regulation, including upcoming changes in legislation.

Our ambition is to implement robust, risk-based human rights due diligence (HRDD) across our value chain: Each year, [we disclose our actions](#), including progress against these goals, comprehensively and transparently through our annual HRDD report – you can see [the 2022 report here](#).

## GOVERNANCE AND PRIORITIES

The Mondelez International Human Rights Working Group (HRWG) is a cross-functional team with members drawn from Impact & Sustainability, Human Resources, Compliance, Procurement, and Health & Safety functions. Together, the working group defines the Company's human rights due diligence strategy and drives its implementation to embed it throughout the organization's own operations and supply chains.

The Sustainability Huddle is made up of senior functional and business unit leaders, including the SVP, Chief Impact & Sustainability Officer, the Chief Procurement Officer, VP People Lead Supply Chain, and heads of several key business units. The group meets bi-monthly to oversee and steer the four pillars of the Company's sustainability strategy, including the social sustainability pillar.

Throughout the year, key updates and progress related to human rights are shared with the global executive leadership team. At least annually, a comprehensive overview of progress is provided to the Board of Directors, who review and approve our annual HRDD report.



### 2023 Sustainability Huddle

**Top Row:**  
Christine Montenegro McGrath, SVP Chief Impact & Sustainability Officer  
Thomas Gaengler, Chief Procurement Officer  
Amy Corona, VP Global People Lead Supply Chain  
Ian Noble, VP Global Research and Development  
Russell Dyer, SVP Chief Communications Officer

**Bottom Row:**  
Vitus Alig, SVP Global Finance and Treasury  
Peter Seymour, SVP Marketing and Strategy Europe  
Justin Parnell, SVP Marketing & Strategy U.S.  
Jamie East, Senior Director and Chief Counsel ESG  
Deepak Iyer, EVP and President of AMEA

## EMBEDDING HRDD INTO OUR BUSINESS AS USUAL

Throughout the year, we continued to embed and further strengthen HRDD as an integral part of our operations. Our teams around the world remain focused on our three-year cycle social audit program as we continue to address challenges caused by the COVID-19 pandemic. As a result, they've now reached approximately 91% of our manufacturing plants over the past three years<sup>(12)</sup>. In addition, our teams continued their ongoing efforts to address potential audit findings promptly and prevent recurrence.

## PILOTING CHECK-INS

We use [SMETA \(Sedex Members Ethical Trade Audit\)](#) as the basis of our audit program. While audits are important, we also recognize that their findings are not endpoints, but part of a broader diligence process.

In 2023 we piloted Human Rights Business Unit Check-ins across our Middle East, North Africa and Pakistan (MENAP) business with the aim of conducting a root cause analysis to access SMETA non-compliances, to hero best practices, reduce follow-up audits and drive meaningful dialogue at a regional and global level.

This new approach complements our audit program by building capability and embedding HRDD in local Business Unit's business as usual.

The pilot Check-in enabled MENAP to showcase best practices and deep dive into more complex topics. It resulted in findings that both regional and global leadership can use to further enhance the rigor of our human rights due diligence systems. In 2024 we will leverage the learnings from the MENAP pilot to refine our HRDD efforts.

We are dedicated to protecting the integrity of our supply chains and doing what's right. Despite a complex operating environment, our MENAP Business Unit has emerged stronger and pioneered a process that fosters a proactive commitment to ethical practices and a culture of continuous improvement.

# SOCIAL SUSTAINABILITY & HUMAN RIGHTS SUPPLY CHAIN SPOTLIGHT

2023 PROGRESS	2020	2021	2022	2023
Prioritized supplier sites completed SMETA audit in past 3 years <sup>(13)</sup>	—	—	87 %	90 %
SMETA audit completed in our owned manufacturing sites within the past 3 years <sup>(12)</sup>	—	—	62 %	91 %
Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 <sup>(14)</sup>	—	—	—	75 %

## HRDD THROUGH COLLABORATION

Tackling complex social issues such as forced and child labor demands a multi-actor approach. We work collaboratively with CGF Human Rights Coalition (HRC), manufacturing peers and retailers toward a common goal of helping to eliminate forced labor from the consumer goods sector's value chain. This collaborative work is also in line with our 2025 ambition to implement robust and risk-based HRDD across our value chain.



As part of the Coalition, we commissioned third-party human rights experts, twentyfifty, to assess our Brazilian and Mexican warehousing operations. This study deepened our understanding of potential risks in our own and our suppliers' warehouses. On this basis, we partnered with independent auditors Bureau Veritas to pilot a customized social assessment to be rolled out in 2024, which is adapted to the warehousing context and builds on our existing customized Quality & Food Safety program.

In 2023, we continued to build the capability of our people by incorporating human rights training into our mandatory onboarding trainings for new employees, who can access it online. We also adapted the training for factory-based colleagues, delivered in person and in local languages, and will start rolling it out in our snack factories in 2024.

We recognize that rising inequalities and poverty are underlying drivers of other human rights risks. To play our part and help address these systemic issues, we aim to pay all our employees a living wage and will work with our suppliers with the goal of having all our strategic suppliers engaged on a living wage roadmap by 2030.

In 2023 our Total Rewards Team continued to make progress against our 2021 commitment to incorporate living wage benchmarking as a key standard in Mondelēz International's regular pay review process. Our last biennial assessment, conducted in 2022, found that all Mondelēz International direct employees were paid at or above the living wage for the countries in which they work.



## ADVANCING OUR SUPPLY CHAIN EFFORTS

We seek to do business with partners who share the same commitment, as laid out in our Supplier & Partner Code of Conduct, which is aligned with our Human Rights policy.

During 2023, we continued our work to improve our tier-1 supplier program, completing approximately 90% of the SMETA audits that make up our three-year cycle covering prioritized suppliers <sup>(13)</sup>. The new warehousing pilot program will extend to some of our supplier-run warehouses in 2024.

In a recently-launched initiative, we started to focus our efforts in Europe on cross-border road transportation, so that we could better understand risks, especially for truck drivers. This involved a review of our present practices and driver facilities in our own plants and warehouses, as well as partnering with third-party experts to conduct a pilot assessment within our cross-border road transportation carriers' base. We will use what we learn to help further improve our systems and practices as we expand this work.

In the U.S., we took prompt action to address indications of heightened risk of child and forced labor in multiple sectors reported by the Department of Labor. In line with our Supplier & Partner Code of Conduct, we sent a letter to U.S. suppliers, spelling out what we expect of them overall and specific to their human rights and labor practices. In addition, we joined forces with peer manufacturers under the umbrella of AIM-Progress to help build the capability of U.S. suppliers, including external manufacturers and staffing agencies. The initiative aims to prevent occurrence of and increase the identification of potential cases of child labor, promote the provision of remediation and tackle root causes.



## TAKING ACTION IN KEY INGREDIENT SUPPLY CHAINS

Since 2022, we have carried out an annual human rights risk assessment across our value chain including upstream ingredient supply chains, using findings to prioritize the following year's actions. During 2023, our primary focus, as a result, was cocoa, palm and hazelnuts, addressing risks in the cocoa supply chain via our Cocoa Life program and industry coalitions. And we used supplier engagement and industry partnerships to do so in the case of palm oil and hazelnuts – see Palm Oil and Hazelnuts sections for further details.



# SOCIAL SUSTAINABILITY & HUMAN RIGHTS COLLABORATIONS

## COLLABORATING WITH SECTOR STAKEHOLDERS

Achieving widespread change across entire supply chains requires the work of many organizations, so we collaborate with peer companies and expert organizations to help us on the journey.

In 2023 Mondelez International became [co-chair](#) of the CGF as well as the CGF's [Human Rights Coalition of Action](#), demonstrating our commitment to work collaboratively with peer manufacturers and retailers to mainstream HRDD and address critical systemic issues such as child labor.

We also actively contribute to several initiatives specific to cocoa and other key ingredient sectors. For instance, we partner with industry peers as part of the World Cocoa



Foundation (WCF), which we currently chair. We also serve on the board of directors of multi-stakeholder platform International Cocoa Initiative (ICI), alongside development NGOs, civil society experts and representatives of smallholder farmers. Through these platforms, we also call for industry and governments to collaborate and create comprehensive, systemic solutions that help address the root causes of child and forced labor.

## ENGAGING WITH POTENTIALLY AFFECTED RIGHTS-HOLDERS

In addition to our involvement in industry and multi-stakeholder initiatives, we continuously seek to engage in two-way dialogue with experts, civil society organizations, NGOs and other stakeholders to inform our approach. We also engage periodically with potentially affected rights-holders themselves.

### FOCUS ON COCOA LIFE

Smallholder farmers and their communities are at the heart of our [Cocoa Life](#) program. We aim to involve farmers and their communities in the design of the program's interventions, and seek their input and feedback as we continuously enhance our approach. In 2023 we engaged ICI to conduct an assessment of our Child Labor Monitoring & Remediation System (CLMRS) in West Africa as part of our continuous efforts to enhance how we help to protect children.

Our social audit programs are based on the SMETA protocol, which is an industry standard, and we value its worker voice component. Our programs include interviews with workers, including contractors, both for our own operations and supply chain.

To provide access to potentially affected rights-holders, our [Human Rights & Environmental Grievance Management Process](#) is supported by our Integrity Weblines and Helpline. WebLine is available in 35 languages, while Helpline is offered in more than 150 languages. This grievance mechanism can be used anonymously and is open to all third parties, including workers and communities associated with our supply chain.

In 2023, we also explored additional ways of making grievance mechanisms available in ways that better align with local contexts. For example, we worked with Germany's Due Diligence Fund (DDF) to research the feasibility of a sector-wide grievance mechanism in the Ivorian cocoa supply chain. We also supported efforts led by the ICI to leverage grievance mechanisms to help address the risk of adult forced labor in the broader West African cocoa supply chain.

In the palm oil sector, we initiated work between the CGF HRC and FPC to develop guidance and procedures to help protect human rights defenders. This work includes consultation with international NGOs advocating for the rights of human rights defenders and indigenous peoples. The resulting guidance aims to be finalized in 2024.

*"We recognize how important it is to engage with stakeholders all along the process of human rights due diligence, and how invaluable it is to connect directly with potentially affected rights-holders when possible. Hearing their voices is critical to prioritize our actions where they matter most and to drive maximum positive impact for people who make up our value chain."*

Virginie Mahin

Senior Director, Social Sustainability and Stakeholder Engagement, Mondelez International



## PARTNERING WITH OTHERS TO HELP DRIVE MEANINGFUL CHANGE

While we are driving change in our own business, we know many of the human rights challenges are systemic and cannot be solved by any one company alone. Collaboration, multi-stakeholder coalitions and dialogue with stakeholders sit at the heart of our human rights approach.

2012	2016	2018	2020	2021	2023
<p>Mondelez International is formed and joins AIM Progress, the Consumer Goods Forum, the World Cocoa Foundation and the International Cocoa Initiative.</p>		<p>Mondelez commences annual HRDD Reports to share progress and transparency</p>	<p>Ground-breaking public private partnership to improve quality of education in Côte d'Ivoire cocoa-growing region.</p>	<p>Coalition of Global Consumer Goods Companies launches framework for the implementation of HRDD systems in aligned Approach against forced labor.</p>	<p>Mondelez International steps up to <a href="#">co-lead The Consumer Goods Forum Human Rights Coalition</a> with the aim to help drive better outcomes for people in the FMCG value chain.</p>
<p>Cocoa Life launches – Mondelez International begins working with smallholder farmers.</p>	<p>Mondelez International partners with Embode, a human rights consultancy, to help address child labor in Ghana and Ivory Coast.</p>		<p>Mondelez International co-commissions assessment of issues affecting migrant workers in the <a href="#">Palm Oil Sector</a>.</p>	<p>Mondelez International strengthens commitments to human rights and <a href="#">endorses call to action to advance living wages</a>.</p>	<p>Mondelez International launches annual comprehensive human rights risks assessment of value chain to prioritize our efforts where they matter most.</p>

# AIMING TO ADVANCE A MORE CIRCULAR ECONOMY FOR PACKAGING

We work hard to use packaging that does more than protect our products and delight our consumers. At Mondelez International, we strive to continually improve our packaging with the long-term aim of advancing our support for a more circular economy for packaging.



We believe that by continuously improving our packaging and measuring our performance, we can work towards our long-term aim of advancing our support for a more circular economy for packaging. For us, this is based around a three-part approach that helps us utilize packaging that is both light and right. The three parts are:

**Reducing Packaging** by aiming to utilize packaging that is light, safe and, when appropriate, can be reused or recycled.

**Evolving Packaging** involves evolving our packaging so that it's designed to be recyclable, and utilizes recycled plastic content, where appropriate, to help drive down packaging waste. Our key goal is to use packaging that is designed to be recyclable and continue our use of recycled content.

**Improving Systems** means supporting the development of infrastructure and capabilities with a goal of being able to collect as much plastic as we put into the environment. As part of this, we are supporters of policy development and Extended Producer Responsibility (EPR) schemes to cover the development of systems supporting collection of all types of plastic packaging, and are involved in ongoing collaboration with governments, peers and others.

Significant progress has been made across the global business to integrate our Global Sustainable Packaging Strategy into our local business strategies and roadmaps. Over the past 18 months we have worked with our local market teams through bespoke workshops, capability building and training to develop comprehensive, locally-relevant programs for more sustainable packaging that recognize the local market environment.

We also recognize that cross-functional collaboration is critical to our success and to our ability to deliver more sustainable solutions for packaging, now and in the future, especially in the areas of:

- New innovative materials that support increased circularity and provide sufficient quality and safety for our products.
- Sourcing of new technologies such as materials made from recycled plastic waste.
- Globally consistent support for policy development and advancement of infrastructure.

As we continue to build on our strong foundations, we move closer to meeting our goals and advancing our support for a circular economy for packaging.

## REDUCING PACKAGING

We remain on track to achieve our 2025 goal of 5% reduction vs 2020 levels in our use of virgin plastic and are set to see progress in the year ahead in line with expectations. Thanks to the slowly increasing availability of new materials, such as recycled content for flexible film in key markets, as well as supply chain adjustments and successful line trials across a complex network of manufacturing facilities we continue to make progress. In 2023 we were able to reduce our plastic packaging footprint by about (2.3)% versus 2020 <sup>(1)</sup>, offsetting the significant growth that our business has been able to deliver. In our rigid plastic portfolio we have been working with suppliers to secure new innovative materials and planning trials that will enable us to drive scale as we expand these initiatives across markets while continuing to maintain our high standards for safety and quality.

Mondelez International is one of the founding business signatories to the Ellen MacArthur Foundation (EMF)'s Global Commitment, which unites organizations behind a common vision of a circular economy for plastics. Of the 123 businesses that contributed data for the EMF's 2023 Global Commitment Progress Report, we were delighted to be singled out as the brand that reported the highest tonnage elimination of plastic packaging: over 12,000 metric tonnes. This was achieved by moving about 71% of our polystyrene (a versatile material that can be rigid or formed) to polyethylene, terepeththalate (a clear, durable and versatile material), eliminating all undetectable black plastic from our portfolio with a specific focus in North America and resizing products resulting in reductions in metric tonnes of plastic packaging used.

*"With the launch of the Ellen MacArthur Foundation's Global Commitment, leaders within the plastic packaging industry joined forces to drive action and achieve systems change. Five years later, it is clear that voluntary action can make meaningful progress, but more has to be done to end plastics waste and pollution. Despite outperforming the rest of the market, signatories are expected to miss some of their 2025 targets. We therefore welcome Mondelez International's efforts to eliminate problematic or unnecessary plastic packaging. In our 2023 Progress Report, Mondelez International was the brand reporting the highest elimination of plastic packaging, or 12,825 metric tonnes. We need more brands to follow their lead."*

**Aisha Stenning**  
Programme Manager for Plastics  
Ellen MacArthur



## EVOLVING PACKAGING

We continue to make meaningful strides in the evolution of our packaging material. As of the end 2023 approximately 96% of our packaging was designed to be recyclable <sup>(1)</sup> with many markets now close to achieving our ambition and we continued to achieve this performance while experiencing strong growth of non converted materials across our portfolio.

We continue working across our markets to recognize local requirements, educating suppliers on Mondelez International and industry standards, and collaborating with our peers amongst other actions. To account for various strategic and operational factors including but not limited to our mergers and acquisitions strategy and growth, as well as external factors like evolving regulatory requirements, we are updating our goal to: We aim to have approximately 98% or more of our packaging designed to be recyclable by 2025 .

We continue to collaborate within the industry and across sectors to ensure that the actions we take can have the scaled impact we need to see. In 2023, we became members of the Ocean Plastics Leadership Network (OPLN), a global multi-stakeholder community dedicated to ending plastic pollution in our oceans. With OPLN we are working with our peers along the value chain to produce responsible production guidelines for advanced recycling.

Further, with the CGF we continue to support advancement of the Golden Design Rules, and as co-chairs of the CGF Plastic Waste Coalition of Action's Flexibles Working Group we work with our peers to help advance circularity for flexibles, such as EPR for flexibles.

In the U.K. for Christmas 2023, we evolved our core Cadbury selection boxes to include trays made with about 80% rPET – post-consumer recycled plastic PET. This material is widely collected as part of household recycling and consumers can check [online](#) whether it is collected near them. This move enabled us to remove several hundred metric tonnes of virgin plastic contributing to our 2025 sustainable packaging goals and as actionable progress toward our U.K. Plastic Pact goals.



In Norway in 2023, we also announced the launch of Kvikk Lunsj made with recycled plastic packaging. The outer packaging of the chocolate sold in 3-, 4- and 6-packs now consists of majority ISCC mass balance certified recycled plastic.



2023 PROGRESS	2020	2021	2022	2023
Packaging designed to be recyclable <sup>(1)(11)</sup>	94 %	95 %	96 %	96 %
Paper-based packaging sustainably sourced <sup>(2)(3)</sup>	100 %	98 %	99 %	98 %
Reduction in overall virgin plastic (vs. 2020) <sup>(11)</sup>	—	4 %	(1.5)%	(2.3)%
Reduction in virgin rigid plastic (vs. 2020) <sup>(11)</sup>	—	—	7 %	9 %
5% recycled plastic content by 2025 <sup>(11)</sup>	—	0.5 %	1.0 %	1.4 %

2023 PACKAGING PORTFOLIO <sup>(11)</sup>	2023
Corrugated (metric tonnes)	444,000
Paper (metric tonnes)	254,000
Flexible Plastics (metric tonnes)	131,000
Rigid Plastics (metric tonnes)	56,000
Glass (metric tonnes)	12,000
Other Flexibles (metric tonnes)	12,000
Metals (metric tonnes)	6,500
Total Weight of Packaging (metric tonnes)	915,500

Bureau Veritas UK Limited (Bureau Veritas) was engaged by Mondelez International to provide limited assurance of its 2023 performance on their plastics and packaging material consumption and targets included in the above chart. This assurance statement can be found in our [ESG Reporting & Disclosure Reporting Archive](#).

*“Our strategy is based on reducing the amount of packaging we use, simplifying materials so they can be recycled and using recycled materials where we can. But progress demands much more. I’m proud of the leadership role we’re playing as we continue to call for and invest in innovation and partnerships that can create lasting solutions and of the significant collaboration realized across MDLZ teams to integrate our global strategy into local business roadmaps. Building these capabilities across our business helps us to go further, faster with comprehensive, locally relevant programs for more sustainable packaging.”*

**Emma Beard**  
Vice President, Global Sustainable Packaging,  
Mondelez International



### IMPROVING SYSTEMS

Systems and infrastructure are critical for packaging materials to be recycled in practice. As such, along with local market engagement in policy design and informal and formal development, we continue to play an active role in the UN Global Treaty for Plastic Pollution via the Business Coalition. We are active members of its policy working group, which aims to harmonize regulation on reduction, circulation and prevention. The group is also part of the EMF and World Wildlife Fund’s (WWF) joint working group on policy development. In 2024 – a decisive year – the group aims to align on a treaty seeking to end plastic pollution by 2040.

In the Philippines, meanwhile, we partnered with [PCX](#) with a goal for the recovery and diversion of all of the equivalent of our in-market yearly plastic packaging output. PCX partners with organizations that collect and divert post-consumer waste in a credible, traceable, transparent and socially-responsible manner.

In 2023 we expanded our investment in Circulate Capital beyond Southeast Asia and India to the newly established Latin America Fund. The fund aims to enhance 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.

Since the Circulate Capital fund was launched in December 2019 and by December 2022 they have invested more than \$80MM in 14 companies, prevented approximately 130,000 tons of plastic leakage and reduced or avoided approximately 200,000 tons of CO<sub>2</sub>e emissions from plastic recycling. The expansion of the fund to new geographies presents even greater opportunities to have a scale impact and help support circularity for packaging.

### WORKING TOGETHER

To help create lasting positive impact on the world of packaging, we participate in and collaborate closely with many different organizations, including:



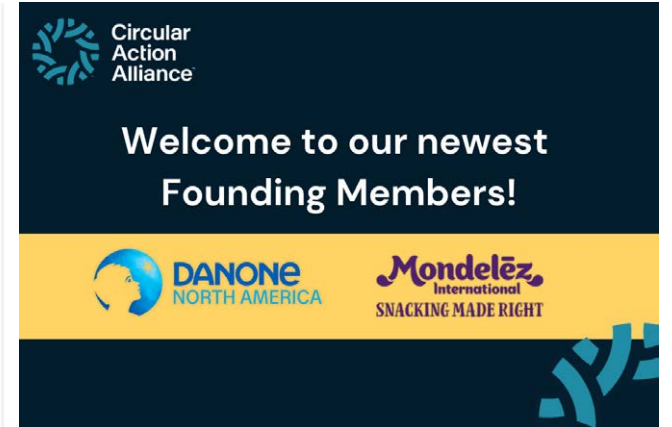
### CIRCULARITY IN PRACTICE

Working towards a circular economy will demand infrastructural development, widespread investment, an enabling policy and regulatory environment, and cooperation between multiple stakeholders over the long term.

There are many challenges, due to the need to develop roadmaps across many countries, shift complex supply chains and source highly sought-after and costly materials.

Collaboration is key, and we are committed to working closely with our peers and other stakeholders, particularly on innovation to replace challenging materials with more sustainable alternatives. Progress via collaboration isn’t always as rapid as we’d like, but our steady advancement together is helping drive positive change across many markets.

As part of our commitment to working in collaboration with others across the sector, in 2023 we became a Founding Member of the Circular Action Alliance (U.S.). In this Alliance, alongside 18 other Founding Members, we work together as producers to help improve systems consistent with meeting EPR obligations as a step forward in seeking a more circular pack economy.



In 2023 we joined forces with leaders in the packaging supply chain to further advance a more circular economy for plastic packaging in Australia. Together with Amcor, a global leader in developing and producing responsible packaging solutions, Mondelez International is investing in advanced recycling technology pioneer Licella. Our investments aim to help Licella progress construction of one of the first advanced recycling facilities in Australia. Licella aims to use its innovative Catalytic Hydrothermal Reactor (Cat-HTR™) technology to recycle end-of-life plastic back into a crude oil substitute suitable for producing new food-grade plastic packaging. Mondelez International has already launched *Cadbury Dairy Milk* packaged with 30% recycled content in Australia and this partnership is anticipated to enable further portfolio expansion in the use of recycled content.

*“Investing in the latest technology helps accelerate our transition to a more circular pack economy. Cadbury in Australia is fueling a focus on soft plastic increased circularity, now using more recycled content.”*

**Darren O’Brien**  
President, Australia, New Zealand & Japan,  
Mondelez International



# 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 helping protect 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.

### 2023 PROGRESS

**~243,000** farmers participated in the Cocoa Life program in 2023, compared to about 230,000 in 2022 <sup>(24)</sup>.

**~75%** Child Labor Monitoring & Remediation Systems (CLMRS) coverage in West African Cocoa Life farming communities vs. around 74% in 2022 <sup>(14)</sup>.

**~100%** Palm oil sourced from suppliers aligned to 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, pursuing approaches that holistically help tackle root issues, helping to drive sector-wide transformation through collaboration, 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 more 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 (sourced, on a mass balance approach through Cocoa Life).

**100%**

wheat volume needed for Europe business biscuits production grown under the strengthened Harmony Regenerative charter by 2030 <sup>(27)</sup>.

### STEPPING UP

Building on work we are already doing in biodiversity we have put in place a biodiversity risk assessment and will continue to build on our work in cocoa and wheat. Furthermore we aim to seek no deforestation across primary commodities by 2025. [Read our deforestation position.](#)



*“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 actively stepping up using our learnings to expand our approaches. Ingredient sourcing is complex and rapidly evolving at the intersection of land rights, human rights and evolving regulation. Our long-term solutions need to be thoughtful, and flexible to anticipate the changes we’re already seeing.”*

**Cathy Pieters**  
Vice President, Sustainable Ingredients,  
Mondelēz International



# COCOA

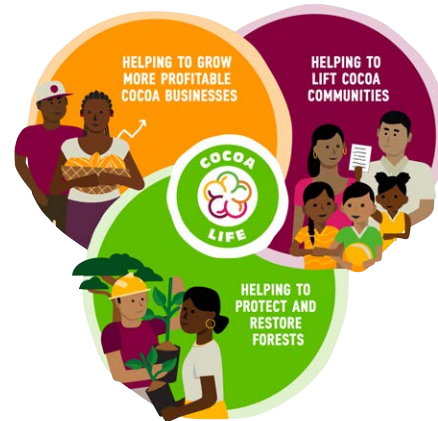
Particularly as supply of cocoa has been hindered in 2023 largely due to weather with lower production causing a rise in the price of this important input, we have continued our focus on our cocoa sourcing program, Cocoa Life, to support our goal of a thriving and equitable cocoa sector that collaborates to combat interrelated system issues.

2023 PROGRESS	2020	2021	2022	2023
Farmers registered in the Cocoa Life program <sup>(24)</sup>	188,043	209,954	230,000	243,000
Cocoa communities impacted <sup>(41)</sup>	2,169	2,597	2,900	3,200
Cocoa volume for chocolate brands sourced through Cocoa Life <sup>(2)</sup>	68 %	75 %	80 %	85 %



## MAKING COCOA SOURCING MORE SUSTAINABLE THROUGH COCOA LIFE

Cocoa is a key ingredient for our chocolate and key to our business. In 2012, Mondelez International launched Cocoa Life to help make cocoa sourcing more sustainable. The signature cocoa sustainability sourcing program focuses on helping tackle the root causes of complex systemic issues in cocoa farming. These issues include risk of poverty, farm productivity, farmer livelihoods, gender inequality, lack of basic infrastructure, child labor and deforestation. By helping address these challenges through an integrated approach, Cocoa Life aims to bring dynamic change to communities and forests where cocoa beans grow. Cocoa Life farmers are farmers that are registered with Cocoa Life, they are independent and not employed by Mondelez International. Additionally, Mondelez International does not own or operate Cocoa Life farms.



## TACKLING SYSTEMIC CHALLENGES THROUGH AN INTEGRATED APPROACH

Mondelez International applies an integrated approach to help address systemic challenges in three key areas elaborated on in the following pages:

### 1. Helping to Grow More Profitable Cocoa Businesses for Communities to Help Increase the Number of Farming Households Reaching a Living Income

We work with NGOs, suppliers, governments and other partners both in and beyond the cocoa sector to help farmers earn more

from their cocoa trees and other crops with the aim to improve farming household livelihoods.

### 2. Helping to Support Cocoa Communities, Enhance Child Protection Systems and Improve Access to Quality Education

We facilitate investments in Cocoa Life communities (communities engaged through implementing partners where farmers registered or participating in the Cocoa Life Program reside) and work with governments, NGOs and sector partners on long-term initiatives that help protect children and tackle systemic challenges. We strive to ensure that our efforts reflect the diverse needs of community members.

### 3. Helping to Protect and Restore Forests and Seek No Deforestation on Cocoa Life Farms

We support farming communities with tree-planting activities, agroforestry techniques and farm mapping technologies. We also implement landscape-wide initiatives to support forest conservation and restoration and to help reduce carbon emissions.

## OUR COCOA LIFE GOALS

- Invest \$1 billion from 2012 to 2030
- Increase more sustainable cocoa volume at scale
- Source 100% of cocoa volumes for Mondelez International's chocolate brands through the Cocoa Life program by 2025 <sup>(2)</sup>
- Cover 100% of Cocoa Life communities in West Africa by a Child Labor Monitoring & Remediation System (CLMRS) <sup>(14)</sup>

In 2022, Mondelez International announced an additional USD \$600 million in funding for Cocoa Life through 2030, which would bring the total investment in the program to USD \$1 billion since 2012. We are using the funds to further increase more sustainable cocoa volume at scale. To do this, we are focused on catalyzing sector collaboration to help address systemic environmental and human rights challenges and help improve the livelihoods of cocoa farmers. In 2023, Cocoa Life scaled up the program and reached approximately 243,000 farmers <sup>(24)</sup>. Learn more about our actions and latest collaborations on the next pages.

## OUR BRANDS

We are working towards our 2025 goal to source all the cocoa volumes needed for our chocolate brands, on a mass balance approach, through Cocoa Life. By the end of 2023, approximately 85% of cocoa volume for Mondelez International chocolate brands was sourced through Cocoa Life <sup>(2)</sup>. This includes global brands Cadbury Dairy Milk, Milka, Côte d'Or, Toblerone, Freia, Marabou, Daim, Suchard and the local brand Lacta in Brazil.



# COCOA LIFE IMPLEMENTATION

The Cocoa Life program is now running in nine cocoa-producing countries, up from seven in 2022: Brazil, Cameroon, Côte d'Ivoire, Dominican Republic, Ecuador, Ghana, Indonesia, India and Nigeria.

Day-to-day, the program is carried out by functional experts and teams in cocoa producing countries, as well as professionals from procurement, research and development, finance and compliance. The program team also includes leaders focused on human rights, more sustainable ingredients and climate. In 2023, we have been expanding the Cocoa Life team and dedicating more resources to the program as we work to scale.



## EXPANDING TO CAMEROON AND ECUADOR

In Cameroon and Ecuador, which joined Cocoa Life in 2023, we started by working with partners to conduct local needs assessments and define core activities to support cocoa communities while we are rolling out on-farm support to farmers.

## OUR IMPLEMENTING PARTNERS

We partner with NGOs that have extensive experience working with cocoa communities to develop local action plans.

We also partner with cocoa suppliers that have on-the-ground expertise, as well as government authorities to promote more sustainable practices and assess where we can align with national strategies. As we increase the program's reach, we recently began working with two new suppliers: JB Cocoa and Guan Chong Berhad.



## SUPPLY CHAIN TRANSPARENCY

As part of our commitment to enhanced supply chain transparency, our partners and cocoa suppliers are listed on our Cocoa Life website, as are our tier 1 and tier 2 suppliers.

*"Our suppliers are key partners to implement our sustainability programs. We align our work with our sourcing principles and continuously engage with them to help improve their performance and move the sector forward as a whole. We are thrilled to welcome new partners JB Cocoa and Guan Chong Berhad."*

**Thomas Gaengler**  
Chief Procurement Officer  
Mondelez International



*"Solidaridad and Mondelez International's decade-long partnership under the Cocoa Life Program exemplifies the power of collaboration in helping drive sustainable change. By prioritizing the needs of cocoa farmers, we have helped promote more resilient and thriving cocoa farming communities that aim to withstand economic, social, and environmental challenges, while securing the future of cocoa. It is gratifying that our partnership in 2023 helped enhance financial inclusion for women belonging to more than 800 Village Savings and Loan Associations and helped uplift the lives of about 15,000 cocoa farmers and their households. Solidaridad is proud of its long-standing partnership with Mondelez International, which allows us to align our interventions with the sustainability efforts promoted through Cocoa Life."*

**Olive M'Bahia**  
Country Representative  
Solidaridad Côte d'Ivoire



# COCOA LIFE'S PARTNERSHIPS

At Cocoa Life, we believe collaboration and partnership are key to lasting change. That's why we engage in sector collaboration to co-create new solutions and help make transformational impact.

## EVALUATION, LEARNING AND VERIFICATION

Independent organizations help us measure and verify our progress and understand our impact.

- FLOCERT verifies the flow of cocoa from Cocoa Life communities into our supply chain. It also confirms that benefits, such as premium payments, are passed to farmer organizations. Verification drives learning and reporting transparency.
- Ipsos conducts studies that evaluate Cocoa Life's progress and impact in cocoa producing countries. This enables us to understand our on-the-ground impact and where we can continue to improve.

## BUSINESS ALIGNMENT AND INTEGRATION

Cocoa Life is embedded in the Company's vision for 2030 and funded and managed in close alignment with our business units. In addition to the program management and implementation team, representatives from business units and functional leaders provide oversight and strategic advice on the program's direction, help to integrate Cocoa Life into the Mondelez International business, receive progress updates from the program team, and build stronger internal awareness about Cocoa Life goals and priorities.

## COCOA LIFE EXTERNAL ADVISORY COUNCIL

To develop our strategy and continue to scale the Cocoa Life program, we collaborate with a range of sustainability experts from prominent environmental and human rights groups.

Our External Advisory Council provides strategic advice on the program direction, challenges us, functions as a sounding board on progress made and helps identify opportunities for innovative partnerships. The council is chaired by an external advisor.

In 2023, we launched our new External Advisory Council and are proud to be working with:



**Lilian Mramba**  
Chief Investment Officer at Grassroots Business Fund



**Andrew Bovarnick**  
Global Head, Food and Agricultural Commodity Systems at United Nations Development Program

The council will be completed with additional advisors joining during 2024. The chair will rotate between the external advisors.

*"As a member of the advisory council for the Cocoa Life program, I am thrilled to contribute to a transformative initiative that not only supports sustainable cocoa farming but also empowers communities. I am passionate about sustainable agriculture and believe that Cocoa Life can be a model for how food companies can create a more sustainable future in the cocoa sector."*

**Lilian Mramba**  
Chief Investment Officer at Grassroots Business Fund and Cocoa Life External Advisor



## LEADING NEW COLLABORATION AND SMART INNOVATION

Based on our key lessons learned over more than a decade, we focus on catalyzing new collaboration and accelerating innovation in cocoa production to help professionalize cocoa farming and explore new climate-resilient producing models.

We are innovating to offer targeted, integrated and individualized approaches that seeks to put farmers, their families and communities first, and recognizes that there are no one-size-fits-all solutions. In doing so, we aim to better address individual challenges and needs and deliver individualized support that helps make a difference.

In the past year, we continued to partner and drive change with sector platforms, such as World Cocoa Foundation (WCF) and ICI where we serve on the board of directors. In 2023, Christine Montenegro McGrath, SVP and Chief Impact and Sustainability Officer at Mondelez International, was appointed chair of WCF.



World Cocoa Foundation



International COCOA Initiative

*"I am pleased to continue with Cocoa Life's Advisory Council for its next phase. I look forward to sharing my experience to help Cocoa Life tackle deforestation in the cocoa sector. With over 90% of deforestation due to agricultural expansion over the last 20 years, companies need to step up their efforts with such initiatives that take a systemic approach to change. My hope is that this advisory council provides a unique opportunity to challenge Mondelez International, provide strategic guidance and help it take leadership in this vital arena."*

**Andrew Bovarnick**  
Global Head, UNDP Food & Agricultural Commodity Systems and Cocoa Life External Advisor



We are also catalyzing landscape-wide approaches aligning with our recognition that collective effort is needed to help address the systemic root causes of cocoa sector challenges.

### A snapshot of our collaborations featured in this report:



- Upcoming in 2024 CARE Opportunity Fund
- IDH Farmfit Fund (Sustainable Trade Development)
- Côte d'Ivoire-Ghana-Cocoa-Initiative (CIGCI)
- Fairtrade



- Child Learning & Education Facility (CLEF)
- Memorandum of Understanding with the Ivorian Ministry of Women, Family and Children
- Climate Resolute Coalition



- Cocoa & Forests Initiative
- Asunafo-Asutifi landscape initiative

*"With Christine Montenegro McGrath's strong leadership as Chair on WCF's Board, we have embedded a strategy that drives us all now at the WCF which is alignment, convening, collaboration and partnership. Mondelez International as one of its valuable board members has played an instrumental part in delivering on WCF's vision to be a catalyst for a thriving and equitable cocoa sector, driving our collective efforts and the shared commitments necessary for positive change and meaningful cocoa sustainability impacts."*

**Chris Vincent**  
President, World Cocoa Foundation (WCF)



# HELPING TO GROW MORE PROFITABLE COCOA BUSINESSES FOR FARMING COMMUNITIES

2023 PROGRESS <sup>(25)</sup>	2023
Farmers trained, coached or having a farm development plan on Good Agricultural Practices (GAP) to increase yield and protect the environment	225,000
Community members and farmers trained on Good Environmental Practices	498,000
Community members involved in additional Income Generating Activities	360,000
Community members participating in Village Savings and Loan Associations (VSLAs)	374,000
Village Savings and Loan Associations (VSLAs) operational	5,600



Poverty and low incomes are root causes for many challenges cocoa farming communities face. That’s why the Cocoa Life program is focused on developing ways to help strengthen cocoa farming households’ income. We aim to help increase farming households earning a living income – one that enables a decent standard of living for all members of a household and takes into account essential needs and provision for unexpected events.

In recent years, the global agricultural and commodities environment faced a number of pressures that were particularly challenging within the cocoa sector. In addition to global economic challenges, major cocoa-producing countries struggled with high inflation and an unprecedented low cocoa crop yield world-wide due to weather and crop disease. Meanwhile, market pressures continue to impact the effective implementation of some government-led and multi-stakeholder-backed initiatives, including the Living Income Differential, which we support. Making sustained progress in spite of macro pressures will need enhanced sector-wide efforts.

## TRAINING, INCENTIVES AND PURCHASING PRACTICES

At Cocoa Life, we believe that profitable farming businesses can lead to more financial resilience. We work with suppliers and NGOs to help farmers improve cocoa productivity and generate income from additional businesses. Our support includes farmer trainings, incentives and purchasing practices.

- We have provided training on Good Agricultural Practices (GAP) to around 225,000 farmers through the end of 2023. These trainings aim to improve farm productivity <sup>(25)</sup>.
- We have implemented a targeted GAP project since 2016 to coach farmers and co-create individually-tailored Farm Development Plans. The program also informs interventions with suppliers and NGOs.
- We encourage income diversification for men and women from additional non-cocoa businesses by:
  - Training community members on cocoa-related enterprises and business management and encouraging

- additional income generating activities. By the end of 2023, we have provided training to approximately 360,000 community members in jobs outside of cocoa growing <sup>(25)</sup>.
- Encouraging community members to participate in Village Savings & Loan Associations (VSLAs). By the end of 2023, Cocoa Life had helped to establish about 5,600 VSLAs <sup>(25)</sup>, which now serve approximately 374,000 community members <sup>(25)</sup>.
- We designed and are launching the Opportunity Fund in partnership with CARE. (See: [CARE Opportunity Fund: Unlocking Female Entrepreneurship](#).)
- We piloted climate risk insurance packages in Ghana and Indonesia in 2023. (See: [Innovating Farmer Climate Risk Insurance in Indonesia and Ghana](#).)
- We pay loyalty premiums to farmers organizations who then pass it to their members - these amounts are verified by FLOCERT. To help cocoa farmers plan ahead and understand purchasing expectations, Cocoa Life registered farmer organizations know in advance of the year the cocoa volumes that can be expected and premiums they will receive. These volumes and premiums are verified by FLOCERT. With select suppliers, we have started to work towards longer-term planning against premiums and volumes.

## WORKING TOGETHER TO HELP IMPROVE FARMER LIVELIHOODS

We continue to engage with partners in producing countries to better understand the situation of 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 toward solutions. We have also conducted research with technical support from François Ruf, agricultural researcher (formerly with CIRAD). The aim was to find ways to improve field level interventions leading to higher adoption rates of good agricultural practices and the effective implementation of farm development plans. We are working to integrate the results into our support package to farmers in the Cocoa Life program.

The magnitude of the challenge, however, means going beyond single supply chains. Stabilizing and increasing farming incomes will need a structural approach through collaboration within and outside the cocoa sector, in partnership with NGOs, stakeholders and governments.

## INNOVATING FARMER CLIMATE RISK INSURANCE IN INDONESIA AND GHANA

As part of our ambition to strengthen farmer resilience, we work with partners to design climate insurance packages for farmers.

In Indonesia, we are partnering with Blue Marble to design, implement and scale-up insurance solutions to help financially protect Cocoa Life farmers from the impact of adverse weather conditions. Insurance can be a mechanism to incentivize farmers in our supply chain to adopt Good Agricultural Practices and explore revenue protection to help Cocoa Life farmers manage climate and price shocks.

This year, we helped establish a weather index insurance project to provide cocoa farmers with automatic payouts at the end of every crop phase based on predefined extreme climate triggers, like drought, flood, heat or cyclones. We piloted this project in Indonesia with around 1,000 farmers in 2023. Based on results and learnings, we are exploring including more farmers in 2024.

In parallel, we have partnered with Pula for a similar project in Ghana that aims to provide crop insurance to up to about 10,000 cocoa farmers. The project receives funding support from the State Secretariat for Economic Affairs SECO through the SWISSCO Innovation Programme and is run in close collaboration with farmer unions. The project has already resulted in learnings on communicating with cocoa farmers about insurance, product design and involving farmer unions.

Both projects will contribute to greater understanding on crop insurance in cocoa farming, its relevance for farmer livelihoods, and the right stakeholder involvement, including government.



# COLLABORATING FOR MORE PROFITABLE COCOA BUSINESSES AND COMMUNITIES



## SOME OF OUR COLLABORATIONS

### Côte d'Ivoire-Ghana-Cocoa-Initiative (CIGCI)

We support the common vision of the Côte d'Ivoire-Ghana-Cocoa-Initiative (CIGCI) to hasten the move toward living incomes for cocoa farmers. In 2022, we, together with industry peers, signed a statement of intent with the CIGCI toward an economic pact for more sustainable cocoa. The pact is a joint framework of action and a tool to achieve the realization of a common vision. Last year, we contributed to technical working groups alongside industry representatives and other experts to help the CIGCI secretariat make recommendations to its Steering Committee, the organization's highest decision-making body.

### Farmfit Fund

Mondelēz International, via Cocoa Life, has invested in the [IDH Farmfit Fund](#), one of the world's biggest public-private impact fund for smallholder farmers. The Fund's innovative financing model aims to help drive sustainable impact by lowering risks and costs for both farmers and investors. The Fund supports projects in and beyond our supply chain, such as one that provides technical assistance to one of the cooperatives for Cocoa Life-registered farmers, in its ongoing journey to become a successful licensed cocoa buying company.

### Fairtrade

Since 2016, Cocoa Life has partnered with Fairtrade to support farmers and farmer organizations in Ghana through climate mitigation programs; work to strengthen their organizations and incomes diversification initiatives. Fairtrade has also been further commissioned by Mondelēz International in 2023 to research farmer livelihoods. Building on experience, Cocoa Life and Fairtrade are co-designing the next phase of our partnership.



## CARE OPPORTUNITY FUND: UNLOCKING FEMALE ENTREPRENEURSHIP

To foster greater income diversification for cocoa farming households we encourage entrepreneurship, with a focus on women. One example is our support for Village Savings and Loans Associations (VSLAs), which can help tackle gender inequalities and build financial resilience and household income through savings and small loans to individuals in Cocoa Life communities. The majority of VSLA members are women, who play a critical role in cocoa production and rural development.

Mondelēz International is partnering with CARE International through a new initiative, the Opportunity Fund, to unlock new profitable and viable business opportunities for VSLAs. Drawing on CARE's entrepreneurship experience and expertise, we will develop, test and roll out an industry best-in-class approach to entrepreneurship in cocoa communities, considering solutions to support, link and finance these new businesses. To maximize the long term impact in Cocoa Life communities and beyond, CARE International, with the support of Mondelēz International, will seek to mobilize multi-stakeholder collaborations with peers, suppliers, public and donor organizations.

We will begin developing this model in Cocoa Life communities in Côte d'Ivoire and Ghana in 2024 and aim to broaden its reach over time in other cocoa-growing communities and markets.

*"For over 10 years, CARE and Mondelēz International have worked together to improve the lives and livelihoods of cocoa farmers and communities and enhance women's empowerment."*

*CARE's savings group model (VSLAs) has been a key platform to achieve this impact, and with this experience we know we can go further. CARE is incredibly proud to now be spearheading The Opportunity Fund initiative alongside Mondelēz International, to convene collaborative partnerships in the sector and drive powerful enterprise development in cocoa communities."*

**Helen McEachern**  
Chief Executive Officer,  
CARE International UK



# COLLABORATING ACROSS COCOA COMMUNITIES



## SOME OF OUR COLLABORATIONS

Helping to lift cocoa communities needs a collaborative process of partnership with governments, suppliers, communities, NGO partners, peer companies, and multi-sector partners. That’s why we engage with them in multi-stakeholder initiatives to help empower women, protect children and improve access to education in cocoa growing regions.

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

In Indonesia, we are working with other leading international food and agriculture companies, Save the Children, and governmental agencies to help improve child well-being in cocoa-growing communities across the country.

### NEW MEMORANDUM OF UNDERSTANDING WITH CÔTE D’IVOIRE’S MINISTRY OF WOMEN, FAMILY, AND CHILDREN

Mondelēz International signed a Memorandum of Understanding (MoU) with Côte d’Ivoire’s Ministry of Women, Family, and Children in August 2023 to strengthen joint efforts on child protection via the company’s cocoa sustainability program Cocoa Life and work towards the common vision of a child labor free cocoa sector. Signing the agreement was a milestone moment in our ongoing efforts to help protect children in cocoa communities. It brought to life our Strategy to Help Protect Children and reflects our ambition to scale up Cocoa Life in alignment with national strategies to help tackle systemic issues in the cocoa supply chain.



### ENGAGING IN THE CHILD LEARNING AND EDUCATION FACILITY (CLEF) INITIATIVE

In seeking to improve access to education in cocoa communities, Mondelēz International’s goal is to facilitate assistance that is adapted to local contexts, and relevant and effective for children in their community environment. In Côte d’Ivoire, we are partners in the multi-stakeholder initiative Child Learning and Education Facility (CLEF).

CLEF is an active and growing coalition that brings together the Government of Côte d’Ivoire, 16 cocoa and chocolate companies, and 2 philanthropic foundations, as of November 2023, with the vision to transform the education landscape in cocoa-growing regions of Côte d’Ivoire. Our partnership goal is to provide every child in these areas with access to quality education. By constructing schools (a goal of over 30 to be constructed in 2024), training teachers, and involving parents, we’re striving to create a brighter future for over 4 million children. Led by the Ivorian government, the initiative offers a potential blueprint for public-private partnerships that can be replicated in other countries.

Inspired by this groundbreaking landscape-wide initiative in Côte d’Ivoire, we support the development of a similar initiative in Ghana.

*“Research consistently shows that providing children access to quality education enhances well-being and is crucial for effective child protection. Tackling this complex challenge demands collaborative and holistic strategies. This is why we take pride in our partnership with Mondelēz International, as exemplified through the multi-stakeholder initiative Child Learning and Education Facility (CLEF) in Côte d’Ivoire, uniting Government, philanthropy, and visionary leaders from the cocoa and chocolate industry. With bold partners like Mondelēz International, we are confident in our ability to bring about meaningful change in educational opportunities for children in cocoa regions and beyond.”*

**Fabio Segura**  
Co-CEO at Jacobs Foundation



### DRIVING CLIMATE PROGRESS WITH A FOCUS ON GENDER EQUITY

Mondelēz International was the first industry member to join the Climate Resolute Coalition, a cross-industry effort to drive climate progress by focusing on gender equity and women’s leadership, and how progress on climate in turn can support gender equity.

The Climate Resolute Coalition is organized by The Mara Partners and Kite Insights and launched in November 2021 at COP26 in Glasgow. We joined the coalition to share learnings and discuss how we can advance progress in driving gender equity and women’s leadership in companies’ supply chains. The group is comprised of supply chain practitioners, and collaborates with experts, donors and governments. Over time, members will be able to contribute to a field-building research agenda, establish new business cases for gender and climate action, and leverage the power of global supply chains to unlock environmental gains and economic opportunities for women.

# HELPING TO LIFT COCOA COMMUNITIES

## 2023 PROGRESS

~75%

of Cocoa Life communities in West Africa are covered by a Child Labor Monitoring & Remediation System (CLMRS)<sup>(14)</sup>.

Cocoa Life's integrated approach promotes both social and economic resilience in cocoa farming communities, as well as human rights for farmers. We aim to help enhance child protection systems and improve access to quality education in Cocoa Life communities by 2030.

## COMMUNITY EMPOWERMENT

As part of Cocoa Life, we believe that a more sustainable cocoa supply begins with empowered cocoa farming households. When a new community joins our program, our NGO partners conduct a community assessment on areas such as community dynamic and needs, as well as potential labor risks, which include forced and child labor. Based on this assessment and with support from our partners, we encourage and support community members to develop a Community Action Plan (CAP). The plan provides a detailed roadmap for community development planning and helps enable communities to advocate for what they need, secure funding and drive positive change. Our partners then help implement a range of activities that address identified issues and take actions to inspire change within Cocoa Life communities. We also support VSLAs, which are key drivers of financial empowerment, especially for women. As part of a VSLA, people can save money together and take small loans from those savings. In addition to helping strengthen community members' savings culture, financial literacy and management skills, VSLAs 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.

## WOMEN'S EMPOWERMENT

We believe that when women rise, cocoa thrives. In cocoa-growing communities, women farmers typically have lower incomes and less access to financing, inputs and land ownership than men. To address gender inequality, Cocoa Life partners with NGOs that have technical expertise in gender-based issues to implement women's empowerment initiatives. These activities include gender sensitization training, efforts to improve women's access to farming and financial training, and support for Village Savings and Loans Associations. VSLAs can be an important tool for encouraging women's financial empowerment. By the end of 2023, 71% of community members participating in VSLAs were women.



We have already seen how women act as impact amplifiers, especially in forest protection. We've witnessed, for example, the emergence of Green VSLAs led by women who are becoming community champions, sparking initiatives that help protect the environment and earn them additional income.

## CHILD PROTECTION & EDUCATION

Our [Strategy to Help Protect Children](#) sets out our approach to help enhance child protection systems and improve access to quality education in Cocoa Life communities. The strategy targets our ultimate vision to collaborate with others to help work toward a cocoa sector that is free of child labor. Our strategy uses a systems approach and involves working holistically with communities to tackle the interconnected causes of child labor. It focuses on three primary areas of response, which mirror UNICEF's international child protection system strengthening standards:

**1. Prevention Efforts:** To help prevent child labor and support children at risk of it, our approach seeks to help combat the underlying causes of child labor, with a particular focus on helping to empower communities. We encourage CAPs, work to improve farmer net income from cocoa and other sources, help to improve access to quality education and help to empower women.

**2. Monitoring and Remediation:** Beyond our efforts to help prevent child labor, we engage in monitoring to help identify cases of child labor and children at risk with a goal for them to be able to receive support and remediation through community-based Child Labor Monitoring & Remediation Systems (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 needed support, with the goal of (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

In the course of 2023, as we continued to scale the program, we expanded the Cocoa Life program in West Africa by approximately 12% (over 300 communities). In parallel, we continued our efforts to enhance the quality of implementation of our CLMRS.

In the process of scaling CLMRS within communities in Côte d'Ivoire, Ghana, and Nigeria, we have continued to support community-centered activities that may include community sensitization. Community sensitization efforts may include, for instance, training on identification surveys, raising child labor awareness, and building community support, where appropriate.

As part of community sensitization, we also have set up and supported Community Child Protection Committees (Ghana and Côte d'Ivoire), as well as household monitoring to help identify child labor and to help with remediation. By the end of the year, approximately 75% of Cocoa Life communities (or approximately 2,100 communities) in West Africa were covered with a CLMRS, on track towards our goal to cover all West African Cocoa Life communities with a CLMRS by the end of 2025<sup>(14)</sup>.

In addition, we partnered with the International Cocoa Initiative to perform an assessment of our CLMRS in Côte d'Ivoire and Ghana and identify opportunities to further enhance systems implementation and help develop standards for household monitoring and identification, in line with emerging sector practices. The assessment highlighted strengths of the Cocoa Life CLMRS, such as the child-rights centered approach and the development of Child Protection Committees anchored in farming communities (in Côte d'Ivoire and Ghana). Building on the sector's learnings, the assessment also helped identify ways that could further harmonize and enhance implementation. We are working with our implementing partners in West Africa to operationalize findings, including by setting a monitoring cycle for the communities with the goal that each community is monitored at least every other year.

**3. Enabling Systemic Solutions:** We 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

# PROTECTING & RESTORING FORESTS

2023 PROGRESS	
	2023
Cocoa Life registered farms mapped and monitored <sup>(41)</sup>	256,000
Economic shade trees distributed <sup>(25)</sup>	8,589,000



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 can help us to reduce our total GHG footprint and in turn, work towards our long-term goal to realize net-zero CO<sub>2</sub>e emissions by 2050, further detailed in the Climate section of this report.

We engage with key suppliers to promote sourcing of deforestation-free cocoa, and have updated our deforestation position, which is available on our [website](#).

As part of Cocoa Life, we believe in conserving the land and forests for today and for tomorrow. That’s why Cocoa Life is focused on helping protect and restore forests and works with partners and governments to help farmers grow more resilient farms through agricultural practices, such as promoting agroforestry techniques and planting non-cocoa trees to protect crops from excessive sun and heat. These trees also promote biodiversity and can provide farmers with additional income. By the end of 2023, we distributed over, 8.59 million non-cocoa trees to farmers <sup>(25)</sup>.

A way in which we protect forests is by applying farm mapping technologies to monitor deforestation-for communities. Farm mapping enables us to identify problem areas and gain a deeper understanding of farming community needs and farm boundaries. As new farmers and cooperatives join the Cocoa Life program, we continue to expand mapping for communities, even in hard-to-reach areas. By the end of 2023, we have mapped more than 256,000 Cocoa Life farms <sup>(41)</sup>.

## PROMOTING AGROFORESTRY

Carbon removals are key to meeting our carbon objectives as we cannot rely only on carbon reduction. That’s why we have started to focus on a carbon booster project focusing on carbon removals to help sequester carbon from the atmosphere and have a bigger positive climate impact. This project focuses on agroforestry and in particular tree planting to sequester carbon.

Agroforestry provides a wide range of environmental, social and economic ecosystem services:

- Income diversification for farmers: Trees planted are usually a mix of fruit and timber trees. If the tree is a source of income it is less likely the farmer will cut it down for wood
- Soil conservation (improves soil quality and reduce soil erosion, increase soil fertility)
- Biodiversity preservation
- Natural barrier to pests (when planting along the borders of the plot)
- Helps crops become more resilient to climate change and extreme climatic events

As part of this project, we started to plant trees in Côte d’Ivoire Ghana, India, Indonesia and Brazil in 2023. While we continue to plant trees, we also see climate challenges – low rainfalls in India or El Niño in Brazil pose a higher risk of tree mortality.

As we scale tree planting in the coming years, we intend to assess how to monitor tree survival to confirm they are still sequestering carbon and to what extent remote sensing can support this.

## INNOVATIVE FINANCIAL INCENTIVES TO RESTORE FORESTS

We help communities understand the importance of forest protection and provide incentives for community members to adopt our programs. For example, our innovative Payment for Ecosystem Services (PES) program pays farmers a combination of financial and in-kind incentives to plant non-cocoa trees on their farms. Our program was the first of its kind to be introduced in the cocoa sector starting in 2018. The PES program helps to balance environmental priorities with economic realities. It also acknowledges that forest-friendly practices and innovations must be tailored to local needs and include farmer incentives. With our partners, we have introduced the PES program to cocoa farmers in Côte d’Ivoire, Ghana and Indonesia.

## UNDERSTANDING OUR IMPACT ON FORESTS

We work with Satelligence, a remote sensing company, to understand Cocoa Life farmers and communities impact on natural forests. The company applies satellite imagery to detect forest cover changes that can indicate likely deforestation events. It uses machine-learning to measure deforestation rates. We look at deforestation signals starting in 2018 until the latest available data (2023), in alignment with our Cocoa & Forest Initiative ambitions. This year the analysis focused on our impact on forests in Ghana, Côte d’Ivoire and Nigeria.

The results show near no deforestation on or closely around Cocoa Life registered farms in West Africa since 2018 (approximately 0.9% in West Africa <sup>(26)</sup>, 0.7% in Ghana, 1.1% in Côte d’Ivoire, 1.8% in Nigeria).

These results indicate that only a small number of Cocoa Life farms have any likely deforestation events. However, where there are occurrences, we will prioritize our engagements with supply chain partners to share information, help identify the potential high-risk areas, help prevent future deforestation, and help rehabilitate impacted areas as appropriate.

*“Through Cocoa Life’s PES project, we were trained in tree nursery production. We were able to sell our plants and use profits to start other activities that help us earn money.”*

**Yao Ahou Brigitte**  
Cocoa Life registered farmer,  
Côte d’Ivoire



# COLLABORATING FOR FORESTS



## SOME OF OUR COLLABORATIONS

As we seek no deforestation, we work with farming communities, peers, sector partners, our external advisory council and governments to drive solutions on a landscape level:

*“As a founding company of the Cocoa & Forests Initiative (CFI), we are pleased that it brought key sector stakeholders together to create new collaborations, such as the Asunafo-Asutifi landscape initiative in Ghana, that aim to help build more resilient landscapes in cocoa-producing countries. Together with our partners, we look forward to driving forest-positive initiatives that can help create dynamic change in the landscapes where cocoa grows.”*

**Christine Montenegro McGrath**  
SVP & Chief Impact & Sustainability Officer,  
Mondelēz International & Chair of World  
Cocoa Foundation



## A MULTI-STAKEHOLDER LANDSCAPE INITIATIVE TO PROTECT FORESTS IN GHANA

Collaborative action and working in partnership is important for facilitating our projects in cocoa landscapes. In the Ahafo Region of Ghana we have been co-leading the Asunafo-Asutifi landscape initiative in partnership with the cocoa industry, farming communities and local partners. The initiative seeks to address deforestation in what is known as the Asunafo-Asutifi Hotspot Intervention Area (HIA). About 10% of national cocoa output comes from this area, which suffers from deforestation as a result of expansive agriculture, along with mining and illegal logging.

Despite its high cocoa productivity levels compared to other regions of Ghana, the landscape’s productivity potential is declining due to moribund and diseased farms, as well as an aging population of farmers with small-scale cultivation and low yields.

In 2020, eight cocoa and chocolate companies came together to collectively support the landscape at a pre-competitive level. The WCF facilitated the effort, while Mondelēz International leads project governance as the industry representative.

The goal of the project is to establish a governance structure that will work with key stakeholders including regulators and private sector companies in managing the landscape more sustainably.

So far, the initiative has completed socio-economic and ecological assessments to establish baselines and formulate support activities. Priorities include cocoa rehabilitation and agroforestry, landscape restoration and conservation, and improvements to governance and farmer livelihoods.

In 2023, the project distributed trees to improve cocoa farm tree stock, built a rural service center and community resource management area (CREMA) office, developed a draft monitoring framework for landscape reporting, and initiated an ongoing carbon assessment.

## COCOA AND FORESTS INITIATIVE 2.0

In 2017, Mondelēz International became a founding member of CFI alongside the Governments of Côte d'Ivoire and Ghana and other chocolate and cocoa companies to help address deforestation. Through Cocoa Life, we implemented ambitious action plans that helped scale farmer training, tree distribution, farming mapping and innovative Payments for Environmental Services (PES) in three countries.

In 2023, we announced our CFI phase two action plans in Côte d'Ivoire and Ghana from 2022 to 2025. We aim to connect key stakeholders to pilot and scale landscape-wide environmental initiatives, and to drive 'smart innovations' through farm mapping technology, agroforestry techniques and on and off-farm tree planting. The program will focus on scaling up what works, working collaboratively in landscapes and identifying new partnership opportunities with the ambition to make transformational impact.



## INNOVATING AGROFORESTRY IN INDIA

Our heritage in India dates back to the 1960s when Cadbury introduced the first cocoa tree to the country. Over the years, has led to cocoa growing communities calling it the *Cadbury tree*. Over the years, Mondelēz India has supported rural communities in cocoa-growing regions, distributed planting materials and piloted a training app. We're working with local partners to implement programs that focus on inter-cropping models, Good Environmental Practices and Good Agricultural Practices. In 2023, Cocoa Life launched an agroforestry project in India with the aim of improving biodiversity, providing additional income to farmers and enhancing their farm's capacity to store carbon.

The project distributed fruit, timber and spices saplings to farmers across cocoa-producing villages in Kerala, Karnataka, Tamil Nadu and Andhra Pradesh.

The first phase of implementation involved identifying farmers and teaching them about the importance of using different sampling methods to assess biodiversity in cocoa crops. We then registered farmers, distributed sapling materials and encouraged them to cultivate saplings by highlighting their benefits.

Participating farms were geotagged, enabling us to accurately monitor their progress. We regularly visited farms to assess the mortality rate of the saplings and monitor their growth and development. If plants died, we generally took measures to replace them with healthy plants to maintain the agroforestry system.

# MOVING COCOA FURTHER, FASTER TOGETHER

## PARTNERING FOR SYSTEMIC CHANGE

As we continue to expand into new countries to support more cocoa farming communities, we remain focused on tackling the root causes of systemic challenges. Solutions should go beyond compliance and continue to address sector-wide systemic solutions to help improve livelihoods in cocoa households and communities. Our experience implementing the program in diverse geographies for more than a decade has underscored the reality that changing systems takes time and requires ambitious collaboration that prioritizes the needs of cocoa farmers and their communities.

These solutions remain urgent despite current market conditions driving high farmgate prices. Structural changes will increase stability for farmers when the market corrects. That's why we continue to engage with the Côte d'Ivoire-Ghana-Cocoa-Initiative and similar efforts with the aim to help sustainably improve farmer incomes while introducing innovative partnerships.

We encourage others in the cocoa sector and beyond to embrace ambitious public-private partnerships and other collaborations that center on the needs of farmers.



*"Over the last year, sector discussions have often focused on the implementation of upcoming regulations. While we each need to ensure the regulations remain relevant and are properly executed, as a sector we should align on a vision that goes beyond compliance. This will require candid discussion and collaboration to find enhanced solutions. Based on our learnings and scale-up over more than 10 years, we do know that cross-sector partnerships focused on farmer needs remain critical to help tackle the systemic challenges. This work also requires continued innovation and better collaboration. This is why we invite others to join us in the CARE Opportunity Fund and to continue to share learnings on innovations and approaches taken."*

### Cédric van Cutsem

Senior Director, Cocoa Life,  
Mondelēz International



## RAISING AWARENESS ABOUT OUR SUPPORT FOR COCOA FARMERS IN BRAZIL

In September 2023, Lacta Brazil launched a film series to shed light on how cocoa is made. [Cocoa Life: The Future is in Every Little Piece](#) streamed for free on the country's leading media conglomerate, Globo, and shared moving stories about the people behind the production of chocolate.

The brand partnered with Rodrigo Hilbert, a renowned Brazilian TV host known for his involvement in social causes. In the series, Hilbert discussed the history of cocoa with cocoa farming experts, the importance of more sustainable sourcing and social responsibility, while conveying the care we have for one of our main raw material.



# WHEAT

As one of the world's leading biscuit manufacturers, we remain focused on sourcing wheat that is grown more sustainably with a focus on scaling up regenerative agricultural practices across our wheat sourcing.

2023 PROGRESS				
	2020	2021	2022	2023
Harmony wheat surface (Ha) – est.	49,800	55,830	57,000	57,000
Melliferous area surface (Ha) – est.	1,450	1,810	1,800	1,800

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 while we continue to learn from our North American wheat sustainability programs <sup>(27)</sup>.

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 and regenerative agriculture 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.

## HARMONY WHEAT

Through our Harmony wheat sustainability program, we are changing the way wheat is grown and harvested across Europe to more sustainable practices. In 2023, we kick started Harmony Ambition 2030, the next chapter of our long-standing program. Our goal is to grow 100% of the wheat volume needed for our European business biscuits production under our strengthened Harmony Regenerative charter <sup>(27)</sup>.



## MAKING WHEAT SOURCING MORE SUSTAINABLE

We created the Harmony program 16 years ago with just a handful of farmers to help reduce our environmental impact and deliver quality wheat for our biscuits. We are now collaborating with all our wheat chain partners in Europe, including more than 1,100 farmers, cooperatives and millers, as well as agronomists, environment specialists and NGOs, in an effort to seek commitments from local wheat farmers to follow more sustainable practices. Our Harmony program champions practices that aim to improve soil health, reduce carbon emissions, protect biodiversity, advance regenerative agriculture practices and preserve water. The program is present in 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 ensuring full traceability from Harmony 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 and 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.

To confirm our Harmony-labeled products comply with requirements of the charter, certified third-party organizations (SGS, Bureau Veritas) conduct annual verifications. All mills and storage bodies as well as about 10% of partner farmers are audited every year with over 270 audits performed in 2023.

**2023 PROGRESS**

# 99%

At the end of 2023, — 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 <sup>(6)</sup>:

2020	2021	2022	2023
76 %	91 %	98 %	99 %

## COUNTRIES WITH HARMONY FARMERS

Harmony wheat is grown as close as possible to our biscuit factories in Europe to keep ingredient miles and transport to a minimum. The program includes more than 1,100 farmers in seven countries.



● Harmony Farming Regions  
● Mondelēz International Biscuit Factories in Europe

# HARMONY WHEAT PROGRESS



**~16 MILLION BEES**  
**~29 BUTTERFLY SPECIES**

Biodiversity Observed in Harmony Fallows estimated at Harvest 2023.

## EXPANDING OUR IMPACT IN 2023

Approximately 99% of the wheat volume needed for our Europe business biscuits production was grown under the Harmony charter by the end of 2023. We had the aim to reach 100% by the end of 2023 but, despite booking additional volumes in 2021-2022, we missed by 1 percentage point because of unfavorable climatic conditions in the last two years lowering down wheat harvest quantity, combined with an increase of volume demand in European biscuit production versus our forecast. To hedge against potential climatic disruptions and evolving needs in our factories, we have continued to book additional wheat volumes in the 2023-2024 wheat cycle to help to secure 100% wheat needs coverage in the future.

Since protecting local biodiversity, especially pollinators, is key to help ensure resilience of farm ecosystems and our food security, we have quadrupled the surface of melliferous fallows – those planted with bee-friendly plants – over the past decade. As of 2023, this land now exceeds 1,800 hectares across Europe and is home to an estimated 16 million bees and 29 butterfly species.

To emphasize the importance of our Harmony program to consumers, we run TV, digital, in-store and PR campaigns that explain how we take care of wheat and help to preserve biodiversity and the environment while supporting farmers.

## ACCELERATING OUR PROGRESS WITH HARMONY AMBITION 2030 VIA REGENERATIVE AGRICULTURE

Harmony Ambition 2030 is centered around regenerative agriculture: a holistic approach to farming that aims to produce high-quality crops while also restoring the natural rhythm of our surrounding ecosystem<sup>(27)</sup>. The initiative aims to help contribute to mitigating climate change from Harmony wheat production and reverse biodiversity loss, while supporting all Harmony farmers in transitioning to regenerative practices.

These goals align with Mondelēz International's Snacking Made Right mission to lead the future of snacking by offering snacks made the right way. They also contribute to the company's global goal of net-zero GHG emissions across its value chain by 2050.

Harmony Ambition 2030 aims to accelerate the Harmony program's progress since 2008 through an across-the-board embrace of regenerative agriculture that focuses on making a lasting impact in three key areas:

### 1. Environment

We are implementing a strengthened charter of farming practices that aims to help reduce GHG emissions from Harmony wheat fields. For example, we will ask our partner farmers to introduce legumes in their crop rotations to help optimize fertilizer use, the main source of GHG emissions in wheat farming. We will also take a more ambitious approach to biodiversity protection in European wheat farming by extending action from Harmony plots to whole farms, and from pollinators to overall wildlife. Harmony farmers will aim to eliminate use of the most damaging pesticides.

### 2. Farmers

To support Harmony farmers in their transition to regenerative agriculture, we are working to provide farmers with a holistic package of digital and on-the-ground training through our Harmony Academy platform. We will also aim to equip farmers with digital tools to record farming practices, calculate environmental impact KPIs and improve the reporting efficiency.

### 3. Consumers

To help consumers engage in sustainability and biodiversity protection, in 2023 we launched our first consumer initiative to help preserve the population of wild bees and drive positive business impact for our local biscuit brands. A separate pioneering program, run by Mondelēz International's expert research team, will also aim to show the benefits of more sustainable practices on wheat quality.

*"I am excited to start the next chapter of our Harmony program with our new Harmony Ambition 2030, anchored in regenerative agriculture. This ambition is a key pillar within our Company's sustainability agenda and we believe it will help our progress as we strive to reduce our impact on the environment and protect biodiversity. To reach this goal, we are working at engaging all the stakeholders in the value chain, from farm to fork – a truly collaborative approach."*

#### Vanessa Harrer

Senior Director, Sustainability, Europe,  
Mondelēz International



## OUR HARMONY AMBITION 2030 FIRST ACHIEVEMENTS

We kick started Harmony Ambition 2030 in 2022 with a test-and-learn model in France. Participating farmers sowed Harmony wheat under our new Regenerative charter for harvest in 2023. Our aim is to apply learnings from this pilot to a wider European roll-out over the coming years, starting with Belgium in 2023, Central Europe in 2024, followed by Spain in 2025.



## HARMONY ACADEMY TOUR

Last June and November, we organized the two first steps of our Harmony tour in the south and west of France for more than 140 of our wheat chain partners. The tour consisted of a full-day workshop, including on-field training on soil fertility. The Harmony tour is part of our Harmony Academy roadmap: a key pillar of our Ambition 2030 to create a center of excellence for wheat that supports our partner farmers in their transition to regenerative agriculture through resources and opportunities to foster community.

## HARMONY ACADEMY PLATFORM

In France, we launched a new mobile app in November 2023 - called Harmony Academy - to empower farmers to learn, share progress and measure their environmental impact. We aim to support future sustainable decision making and foster community within the wheat chain.

## HARMONY COUNCIL

In November 2023, we held our first Harmony Council, a gathering of specialists from diverse backgrounds aimed at helping Mondelēz International set up a more sustainable wheat supply chain from an environmental, social and economic perspective. Our inaugural Council brought together a panel of independent scientific experts from organizations including Arvalis, a French technical institute run by farmers; INRAE, a world leading research organization focused on agriculture, food and environment; and biodiversity NGOs Noé and BirdLife, which together provided recommendations to support our commitment to regenerative agriculture.



# HARMONY WHEAT'S EXPANDING IMPACT



## INVESTING IN A PIONEERING PILOT PROJECT TO EXPAND OUR IMPACT

To modernize our biscuit wheat portfolio and promote more farmer support for Harmony Ambition 2030, we kicked off an on-field initiative in 2022 called Soft Wheat Future. This was based at two Harmony cooperatives, Terrena and Vivadour, which are active in the south and west of France. The initiative involves screening biscuit wheat varieties based on their optimal environmental, technological and farmer profitability performance at multiple sites.

Following promising results from participants' 2023 harvest, we plan to conduct the initiative again in 2024. The objective is to test the best varieties from this experiment at mill and through the Mondelez International-plant level for an efficient and robust validation at all levels of the value chain.

*"As a long-term partner with Harmony, we are participating in the Soft Wheat Future pilot project in Vic-Fezensac, France. This pilot aims to find the best combination between wheat variety and nitrogen use to help reduce greenhouse gas emissions, answer Mondelez International's quality requirements and tackle farmers' expectation in terms of profitability. Trials are going well, and we are expecting promising results. Innovative projects like this one are key to raise cooperatives' and farmers' awareness about sustainability and ensure we are all aiming to reduce our impact on wheat production."*

**Joelle Messon**  
Agronomic pole expert,  
Vivadour



## ENGAGING CONSUMERS IN CHAMPIONING MORE SUSTAINABLE WHEAT

Insects play an important role in agricultural pollination: three-quarters of global food crops producing fruits or seeds for human use as food depend, at least in part, on pollinators yet about 40% of their species – especially bees and butterflies – are threatened with extinction, mainly because of dwindling food sources and habitat destruction <sup>(28)</sup>.

The Harmony program already addresses their lack of food sources through its biodiversity efforts. The charter requires, for example, that each participating farmer sets up at least one action in favor of biodiversity, with a specific focus on pollinators. This might mean dedicating a small portion of a Harmony wheat field to honey fallow flowers or implementing hedges.

We are now focusing on enhancing biodiversity through a consumer initiative to help protect wild bees through our local heritage brands.

Aiming to tackle habitat loss, in 2023 we installed more than 30 bee hotels near the Harmony melliferous fallows in Spain, Italy, France and the Czech Republic. These bee hotels, which were handcrafted in France using natural materials, have been designed specifically for wild bees, with the support of biodiversity NGO Noé. With thousands of holes made of varied materials, the bee hotels allow many potential insects to nest and reproduce.

Results from our 2023 bee hotel campaign were very promising, so we plan to produce more than 40 additional bee hotels in 2024 and extend our action to the U.K. and Hungary. This initiative will be supported by our local heritage brands and through digital, in-store and PR campaigns.



*"I am delighted to welcome this beautiful piece at the heart of my farm. It complements the various infrastructures already present in my territory and completes the approximately 3 kilometers of hedges already planted in 10 years. That is also what being a farmer is: always working a little more for biodiversity while feeding the people on the planet."*

**Emeric Duchesne**  
Harmony farmer



*"Private companies should aim to cover food demand and the economic performance of farmers and industries, while helping to address adaptation and mitigation of climate change, biodiversity restoration and quality of soils, air and water. This is what sustainability is: working for today and tomorrow. Thanks to a strong commitment, the Harmony charter is striving to help provide economic security and social visibility to this compulsory transition, from farm to fork. Farmers can be proud of their involvement in this major paradigm shift."*

**Christian Huygues**  
Scientific Director Agriculture,  
INRAE



# NORTH AMERICA WHEAT

## TRISCUIT SUPPORTS MONDELÉZ INTERNATIONAL'S SUSTAINABILITY AMBITIONS THROUGH DONATIONS, OUTREACH TO FARMERS

Farmers of the Cooperative Elevator Co., a 120-year-old agricultural cooperative based in the thumb of Michigan, today grow and harvest the primary ingredient in *Triscuit* crackers: whole grain wheat. Today, these farms are playing an important role in supporting *Triscuit*'s efforts to research and encourage the adoption of certain regenerative agricultural practices. For the last eight years, more than 100 growers have shared data about their farming practices with the Mondelēz Michigan Wheat Project. The project's long-term aim is to improve measurement of certain environmental impacts arising from wheat farming, such as GHG emissions. Using information gathered from farms, the project provides advice to farms on regenerative agricultural practices, which, if implemented, could increase wheat yields, improve soil health, or reduce carbon emissions. The project is run in collaboration with Michigan State University and Field to Market, a group focused on sustainable agriculture production.

While some participating farms have already adopted practices that could help protect soil health, increase wheat yields, and reduce carbon emissions (conservation tilling, use of cover crops, and crop rotation), the project provides each farm with individualized reports that track year-over-year performance, as well as benchmarks against peer farms. Each year, the project shares aggregated data and environmental results with participants at a meeting, where farmers are invited to ask questions and can learn more about Mondelēz International's corporate goals, sustainability agenda, and ambitions.

*"We are proud that Triscuit crackers on shelves in grocery stores have wheat in them that could have been grown right here on our farm in the Thumb of Michigan."*

**Joel Gremel**  
Member of the Cooperative Elevator Co.  
Fourth-generation family farmer  
– that grows *Triscuit* white winter wheat



### USING A SCIENCE-BASED TOOL TO TRACK PROGRESS

Since 2020, participating farms have used the Field to Market's Fieldprint platform, a U.S. agriculture analytical tool, with the ultimate goal of identifying opportunities to help optimize their agricultural practices. The data (including yields, nutrient management and cover crop adoption) is collected through the Fieldprint Platform and has helped establish an on-the-ground baseline, and refine the goals of the Mondelēz Michigan Wheat Project relating to the environmental footprint of the wheat we source for *Triscuit* crackers.

The project has identified a group of common agricultural practices that have been shared by the Cooperative Elevator Co.'s agronomy team as recommendations with all its growers with a goal of promoting the adoption of certain regenerative techniques and methods.

### DRIVING IMPACT

In 2023, *Triscuit* has focused on supporting bio-diversity, promoting agricultural education, and sharing the story of *Triscuit* wheat with customers and consumers.

#### Communicating our story and efforts with customers and consumers.

*Triscuit* has also increasingly showcased the farmers that grow soft winter wheat in the thumb of Michigan, some of whom have adopted regenerative agriculture practices, specifically, conservation tilling, use of cover crops, and crop rotation. *Triscuit* as arranged farm visits for customers like the Kroger Co. of Michigan which produced a video about some of the farm and farmers that are part of the Cooperative Elevator Co. *Triscuit* also produced a video explaining the journey of wheat found in *Triscuit* from field to shelf.

### OUR WORK TO ADVANCE ORGANIC ACREAGE

Clif's sustainable ingredient work includes expansion of organic acreage across priority crops. This work to expand organic acreage is supported by Clif's investments in organic research at leading land grant universities, including Tuskegee University in Alabama. This work brings agricultural resilience services to the U.S. Southeast together with Dr. Kokoasse Kpomblekou Research Professor of Plant and Soil Sciences at Tuskegee University College of Agriculture, Environment & Nutrition Sciences.

Inspired by the positive feedback received, the brand plans to share more about how the wheat for *Triscuit* crackers is grown. The brand also plans to continue working closely with the farmers, celebrating their accomplishments and helping to equip them with the resources they need to produce more sustainably sourced wheat for brands like *Triscuit*.

*"It has been great to see our seeds of positive change start to take shape. Over the past year, Triscuit has taken steps to integrate US Triscuit more deeply into Mondelēz International's greater sustainability ambitions and begun sharing our endeavors with consumers. These efforts are just the beginning of an inspiring journey toward Mondelēz International's goal of a more sustainable tomorrow."*

**Caitlin Schell**  
Director, Marketing for *Triscuit*,  
Mondelēz International



### 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. The aim is to be the best stewards of the land, to help ensure fields are farmable and can feed the world for years to come. [To learn more, visit the Cooperative Elevator Co. website.](#)



**Right Source**

Matches fertilizer type to crop needs.



**Right Rate**

Matches amount of fertilizer to crop needs.



**Right Time**

Makes nutrients available when crops need them.

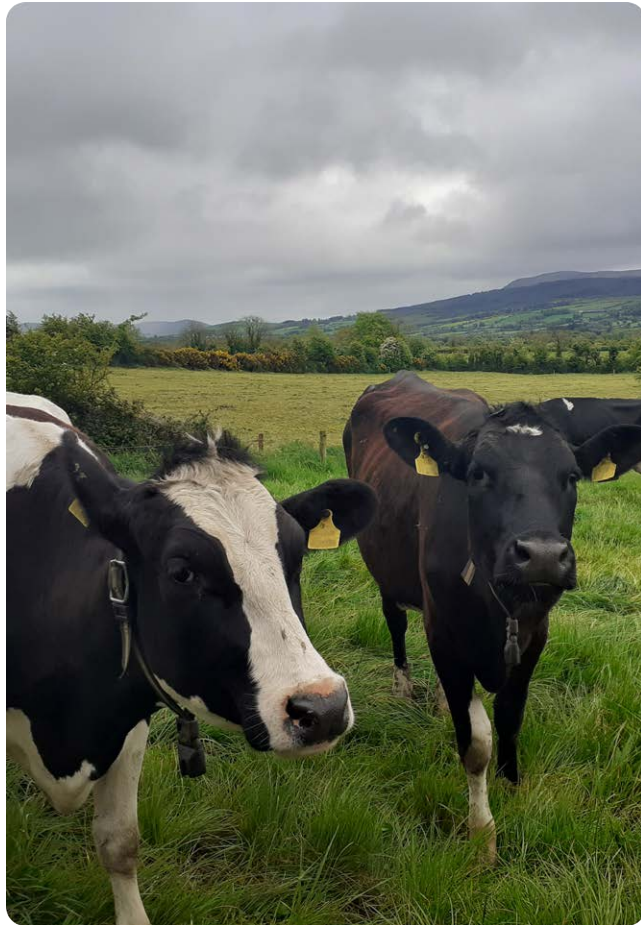


**Right Place**

Keeps nutrients where crops can use them.



# DAIRY



## ENABLING DRIVING DOWN CARBON EMISSIONS FROM DAIRY

Animal welfare is linked to the climate impact of dairy farming: healthy productive animals produce lower emissions. We are therefore working with farmers to help decrease emissions and improve animal welfare.

Currently, dairy accounts for approximately 16% of our overall carbon footprint <sup>(7)</sup>, and we are focused on driving this down. By 2030, our near-term goal is to reduce our end-to-end CO<sub>2</sub>e emissions by about 35% compared to 2018, to which dairy contributes. We are working with our suppliers to reduce CO<sub>2</sub>e emissions at farm level focusing on a variety of practices including feed sources, fertilizers, slurry usage, herd health and yield from forage.

## HELPING IMPROVE ANIMAL WELFARE

Our [animal welfare position](#) sets clear expectations with our suppliers and incorporates feedback from external experts to drive continuous improvement. To reinforce expectations, we maintain a management process that tracks and reviews suppliers and ensures specific topics, such as dehorning and antibiotic management procedures, are addressed. Each year, we carry out a dairy supplier sustainability survey, which gathers the percentage of dairy product covered by formal animal welfare schemes. The survey also captures whether farms are subject to third-party animal welfare audits, which welfare schemes and standards suppliers apply, and what policy they have for antibiotic use. To gather information about general herd health, the survey asks for the average arithmetic somatic cell count.

### 2023 PROGRESS

In 2023, approximately

**67%**

of our dairy supply was sourced from suppliers following formal animal welfare standards <sup>(5)</sup>.

## EUROPE AT THE HELM

Our European Business Unit is spearheading Mondelez International's dairy sustainability ambition. In 2023, we have focused on building knowledge and capability across the organization through investment in internal resources and external consultation.

We are working with several of our dairy suppliers in Europe on ambitious farm-level GHG reduction programs with the goal of reducing CO<sub>2</sub>e emissions from baselines that Mondelez International began establishing in 2018. On farm visits, we have heard directly from farmers about strategies they are adopting to reduce their carbon footprint and have seen first-hand the ways they are implementing animal welfare and sustainable practices.

Our goal is to gain a clear picture of GHG emissions and sustainability efforts across our shared value chain. We work with dairy suppliers, industry **Quantis** experts, and our carbon accounting partner, Quantis, to review the tools and methodologies used for measuring GHG emissions. This ensures we can accurately assess our baseline and measure progress. A robust baseline, based on farm-level data, highlights environmental hotspots and solutions most relevant for our supply chain.

In 2023, we validated the baselines and emissions data of strategic dairy suppliers for our *Philadelphia*, *Cadbury* and *Milka* brands to support continuous improvement. This is an important milestone and ensures that all the good progress our suppliers make can be fairly recognized in Mondelez International's reported footprint results. We plan to extend this baseline assessment to other brands moving forward.

By collaborating with producers, processors, and buyers like ourselves, we hope to support a more sustainable future for dairy.

## AUSTRALIA ON ITS WAY

Australia has commenced its dairy emissions-reduction journey, partnering directly with *Cadbury* dairy farmers in Tasmania to baseline their on-farm carbon footprint. From here, reduction strategies can be identified for the short-, medium-, and long- term.

*"Our direct milk sourcing model for Cadbury Dairy Milk in Australia sets us apart from our competitors. We're proud to be working with our farmers on a pathway forward to ensure the sustainability of the industry and our iconic brand."*

**Amber Beaumont**

Senior Manager, Corporate and Government  
AMEA, Mondelez International



## WORKING TOWARD FUTURE PROOFING THE DAIRY SUPPLY CHAIN

Through a collaborative approach with our dairy supply chain partners progress is being achieved to source this key ingredient more sustainably. Key achievements of this collaboration includes improvements in the annual auditing of greenhouse gas output for individual producers within the milk pool, and the implementation of the benefits of incentivized reduction goals. Notably, grant funding for projects that increase efficiencies has supported progress against GHG reduction goals in our dairy supply chain. Annual meetings with representatives from both our company and our suppliers have enabled our suppliers to learn more about the ever-evolving topic of sustainability and collaborate on projects like tree and hedge row planting. Building our sustainability goals into future contracts aids our long-term strategy.

*"As a supply group, we recognize the importance of these activities and are 100% engaged with Mondelez International. We are extremely optimistic about delivering a more efficient and more sustainable supply chain and the most recent reduction results are an illustration of this."*

**Rob Allen**

Managing Director of Selkley Vale UK Milk Group

Supplying fresh milk to Mondelez International in the UK and acting as a main ingredient of Cadbury Dairy Milk



# DAIRY & EGGS



## EMERGING TECHNOLOGIES AND INNOVATIONS

Our Research & Development (R&D) organization has collaborated with IFCN Dairy Research Network and the Scienta Group to keep abreast of developments and help us reach our ambitions for 2030 and beyond.



Our work with IFCN Dairy Research Network helped us identify high-potential emerging technologies that Mondelēz International R&D investments could accelerate. It also gave us insights into different approaches the dairy supply chain could take to reduce its carbon footprint.



Our work with the Scienta Group focused on exploring the longer-term technical landscape, identifying implementation readiness and efficacy

of existing technologies, as well as new areas to explore through academic and industry collaboration opportunities.

## COLLABORATING ACROSS THE SECTOR

We are continuing to work with industry partners, platforms and trade associations to collectively help tackle our shared dairy sustainability challenge. In 2023, we continued our partnership with the Sustainable Agriculture Initiative Platform (SAI Platform) and its Sustainable Dairy Partnership (SDP) to collaborate within the industry. Through the SDP, we have worked to promote sector alignment on the reporting of sustainability topics and continuous improvement on material dairy issues. Along with industry peers, processors and national programs (altogether representing about 30% of the global dairy volume), we are working to raise the bar in dairy sustainability. By recognizing existing programs, we are striving to avoid duplicating efforts, allowing more resources to help create positive impact at farm level.



## EXPANDING SDP IN BRAZIL

In the fourth quarter of 2023, we were proud to join an effort with other SAI Platform members to scale the adoption of the SDP in Latin America. The project, recognized and supported by the Brazilian Government, aims to support sustainability strategies in the supply chain of global dairy buyers active in Brazil (the fifth largest dairy producer globally). Its initial goal is to help two out of the top 10 Brazilian processors to adopt the SDP as a reporting tool and it intends to target more processors in the future. The objectives of the first phase of the project include:



- Identifying a national tool to perform carbon measurements.
- Identifying national and local priorities.
- Setting baselines from selected dairy processors with all data monitored, reported and verified.
- Ensuring all processors have a roadmap to reach their reduction targets.

## APPLYING ANIMAL WELFARE BEYOND DAIRY TO 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 Russia, Ukraine and Vietnam) to have a positive impact on animal welfare while maintaining food safety and quality standards. As we continue to build demand for cage-free eggs in Vietnam, we are updating our previous goal, which excluded Russia and Ukraine, to this evolved goal.

At the end of 2023, approximately 52% of eggs supplied globally were cage-free <sup>(4)</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 dialog with suppliers, governments and other stakeholders to encourage the availability of viable cage-free supplies.

### Building Capability and Demand for Cage-Free Practices in Southeast Asia

We are working to build demand for cage-free eggs in Vietnam and our goal is to be cage-free in that market by 2030. Mondelēz Vietnam is one of the companies piloting use of cage-free eggs in its region. In 2023 we launched products that used 100% CFE (for instance Solite Nature).

We have continued to supply to Green Connect (GC) with food waste (organic food waste and egg shells) since February 2023 and aim to have CFE supply from GC in 2024.

Besides our cooperation with GC, Mondelēz International is working with other suppliers to build the capabilities and spread the cage-free practice among producers in the region.

# PALM OIL



## 2023 PROGRESS

Last year we made consistent progress on our key metrics:

- Maintained 100% Roundtable on Sustainable Palm Oil (RSPO)-certified palm oil sourcing <sup>(5)</sup>.
- Approximately 100% suppliers aligned with our Palm Oil Action Plan (POAP).
- More than 99% traceable to mill.
- Approximately 90% traceable to plantation.
- Nearly 97% traceable to forest monitored in our supply chain.

## TRANSITIONING TO MORE SUSTAINABLE PALM OIL

We remain focused on sourcing palm oil more sustainably – from protecting human rights to working toward our aim of seeking no deforestation across our primary commodities.

When produced and sourced responsibly, we believe palm oil 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. Our Palm Oil Action Plan (POAP) sets out our broad approach to realizing this potential, working with our suppliers and through industry-wide transformation. Since publishing the plan in 2014, we have worked within our supply chain, with our suppliers' supply chains and across industry to help accelerate improvements.

## DRIVING SUSTAINABILITY IN OUR SUPPLY CHAIN

We require our suppliers to report on traceability to mill and plantation and assess them through the Palm Oil Transparency Coalition's (POTC) Trader & Supplier Assessment and annual supplier questionnaires. In partnership with the Peterson Control Union (PCU), we have also added a layer of third-party verification of supplier-reported information that monitors adoption and implementation of No-Deforestation, No-Peat and No-Exploitation (NDPE) commitments. Looking ahead, we are planning to adopt NDPE's Implementation Reporting Framework (IRF) and require our suppliers to submit NDPE IRF profiles annually, which will be verified by our partner PCU moving forward.

When issues of potential deforestation, conversion of natural ecosystems or exploitation are raised, our robust third party-supported grievance process ensures they are investigated. For significant breaches, we adopt the "suspend and engage" principle and publish our list of suspended suppliers. Only suppliers that demonstrate alignment with our expectations are re-entered after a third party-supported process. For further transparency, we require suppliers to share the list of mill crushers active in our shared supply chains and publish this data, following verification, in an annually updated mill list.

For increased visibility, we worked with Satelligence to design a grievance tracker that is connected to a satellite monitoring. The tracker provides an extended view of environmental grievances raised against suppliers within the monitored geographical scope.

## DRIVING SUSTAINABILITY IN OUR SUPPLIERS' SUPPLY CHAINS

In our initial POAP, we called on our suppliers to make efforts to end deforestation in their supply chains, beyond what they sell to us. The same principle is part of the CGF FPC's theory of change and we continue to report on [progress toward this goal](#) through the coalition.

## TRANSFORMING PRODUCTION LANDSCAPES

We continue to invest in transformation toward forest positive production landscapes and are finalizing work on calculating our Malaysian and Indonesian production footprint through our partnerships with Satelligence and PCU. These production footprints can help inform future production landscape investments.

### Land Rights

We firmly believe in Free Prior and Informed Consent (FPIC) for expansion of industrial agriculture. We also believe in the resolution of disputes through peaceful means that promote dignity and respect the rights of Indigenous people and local communities. As laid out in our POAP, we expect our suppliers to share this commitment. When suppliers or civil society organizations raise issues related to land rights, we follow our grievance procedure to process, manage and respond to them. We investigate and address each situation, which may include engagement with direct suppliers, time-bound action plans, suspension and engagement, or monitoring and engagement. We work on this issue with peers and retailers through the CGF Task Force on Indigenous People & Local Community, and with the broader sector through the Palm Oil Collaboration Group Social Issues Working Group.

*"Improving the livelihoods of smallholder farmers is a shared ambition that requires contributions from all parts of the value chain. Through our partnership with Mondelez International, we have been able to expand the reach of GAR's Sawit Terampil program, providing coaching and individual assistance to palm oil farmers in Indonesia. This initiative supports independent smallholders to implement good agricultural practices, contributing to lower costs and enhanced productivity, while preparing them to meet Indonesian Sustainable Palm Oil (ISPO) and Roundtable on Sustainable Palm Oil (RSPO) certifications"*

**Alwi Hafiz**

Head of Strategic Partnerships at GAR  
(supplier to Mondelez International)



## ACCELERATING TRANSFORMATION

Looking ahead, we are focused on compliance with upcoming regulations, including the European Union's Deforestation Regulation, enhancing third-party verification of traceability to mill, deepening our understanding of our production footprint, championing NDPE IRF as the preferred industry approach, and continuing to pursue collective action to help address systemic challenges.

Our sights are also set on collaborating with a third-party on addressing prominent grievances and accelerating resolutions in collaboration with peers and suppliers. We plan to extend Mondelez International's forest footprint and scale up our landscape initiatives in important palm areas based on the outcome of our forest footprint analysis.

# PALM OIL SECTOR COLLABORATION

## SECTOR-WIDE COLLABORATION

Since we account for only about 0.5% of global demand for palm oil, we recognize that we alone cannot advance a more sustainable supply. We therefore participate in a number of global organizations focused on supply chain improvements, including the Palm Oil Collaboration Group (POCG) and the RSPO. As a member of the CGF, we also co-chair the Palm Oil Working Group (POWG) of the FPC and the Human Rights Coalition (HRC).

### Forest Positive Coalition

As part of the FPC, we set an ambitious roadmap for more sustainable palm oil, which includes the implementation of common supplier standards and a consistent approach to deforestation monitoring and response. Through our role within the coalition's POWG, we have worked toward aligning industry reporting methodologies, published guidance and collaborated with external stakeholders.

### Human Rights Coalition

At the HRC, we are leading work with industry peers and stakeholders to detect, investigate and collectively help to address human rights risks within the palm oil supply chain and their impact on cross-commodity supply chains.

## TOWARD FOREST POSITIVE LANDSCAPES

In the last few years, Mondelez International has invested in projects that promote forest-positive palm oil production in Malaysia and Indonesia through our work with the CGF FPC Production Landscapes group.

Since 2021, we partnered with Conservation International and Coalition Sustainable Livelihood and together initiated an agroforestry study project in North Sumatra and Aceh. The project aims to enhance social agroforestry practices. It also seeks to guide future sustainable palm oil landscape investment. This initiative involves about 120 stakeholders spanning two priority landscapes.

In the Malaysian state of Sabah, we have partnered with the WWF's global palm oil team to empower plantation stakeholders to assess High Conservation Value (HCV) areas, safeguard landscapes and promote responsible production.

## ADDRESSING RISKS

Research has shown, including the [Fair Labor Association report](#), that forced labor is a risk in Malaysia's palm oil sector. In line with our sourcing principles, our POAP requires our suppliers to respect the human rights of all workers, including migrant workers, within their operations and supply chains. It also requires them to embed the CGF's Priority Industry Principles against forced labor in their operations and in their engagement with third-party suppliers. To support the mainstreaming of robust due diligence practices, we have joined forces with peers and retailers in the CGF's People Positive Palm Project. The project aims to foster collective action and advocacy on key issues – including understanding, addressing and preventing recruitment fees – with support from the Remedy Project, Fair Labor Association (FLA) and the International Organization for Migration (IOM).

The project offers two complementary programs open to all palm oil suppliers with operations in Malaysia – including Mondelez International's direct and indirect suppliers. The first is a series of collaborative workshops about how to address risks. This year, workshops focused on remediation and repayment of recruitment fees, as well as integrating worker voices in human rights assessments. The second offers tailored advisory services to strengthen supplier management systems for responsible recruitment.

The project, which brings together key actors from the Malaysian palm oil sector, is reinforced by joint advocacy toward stakeholders, including the Malaysian Government.



# HAZELNUTS

Most of the world's hazelnut production occurs in Turkey. The country's hazelnut sector relies on migrant workers, who often travel to hazelnut-growing regions with their families during the harvest season. Research, including studies conducted by the U.S. Department of Labor and the Fair Labor Association, has noted the risk of child labor in the sector.

## COLLABORATION WITH KEY SUPPLIER

To help address this risk, last year we continued our collaboration with a key hazelnut supplier in a sustainable sourcing program aimed at helping tackle social issues in hazelnut agriculture in Turkey. The program aims to create better living and working conditions for migrant workers, remove children from farms, empower women, map and register labor contractors, and improve recruitment practices. It has funded projects, including two summer schools and numerous safe spaces for children, and has trained over 1,000 seasonal migrant workers on good social practices, seasonal agricultural work contracts and labor contract certification.

## MULTI-STAKEHOLDER INITIATIVE

We have also joined forces with peer companies, the International Labour Organization (ILO) and the Turkish Government in a multi-stakeholder program coordinated by the Association of Chocolate, Biscuit and Confectionery Industries of Europe (CAOBISCO). The public-private partnership, which we co-chair, is implemented by ILO and local NGO Pikolo. It focuses on three pillars of action:

### Direct Intervention

Providing safe spaces and educational opportunities for the children of workers during harvest season, and providing appropriate support to any found in child labor.

### Capacity Building

Enhancing national and local governments capacity to identify and support children at risk of child labor in seasonal hazelnut harvesting.

### Awareness Raising

Building knowledge of child labor risks and children's rights among workers and their families, and more broadly in the community among teachers, school principals, employers and others.

The project's activities are not limited to the harvest period. Children of seasonal agricultural families who return to their home province are monitored throughout the year through periodic phone calls and school visits aimed at ensuring school attendance.

Despite challenges following the February earthquakes in Turkey, this initiative achieved strong results in 2023, with children benefiting from intervention in five key hazelnut-producing provinces. Last year, the initiative also provided approximately 1,800 children with educational services and other cultural activities, including English classes and lessons on children's rights.

We witnessed these activities and the impact they have on children's development first-hand in August 2023 when we visited Turkey's Ordu and Samsun regions as part of a three-day field visit, organized by the ILO for the CAOBISCO delegation. Regular field visits, regional planning and coordination meetings continued to strengthen the capacity of local authorities, hazelnut producers and farm owners, and encourage constant dialog between these key stakeholders.

*"Our thanks goes to the CAOBISCO members for their unwavering support in the ILO public-private partnership against child labor in seasonal agriculture. We marked the 11th year of collaboration between the ILO and CAOBISCO, the project has benefited thousands of children and has strengthened national and local capacities."*

### Nejat Kocabay

Senior Program Officer,  
International Labour Office for Turkey



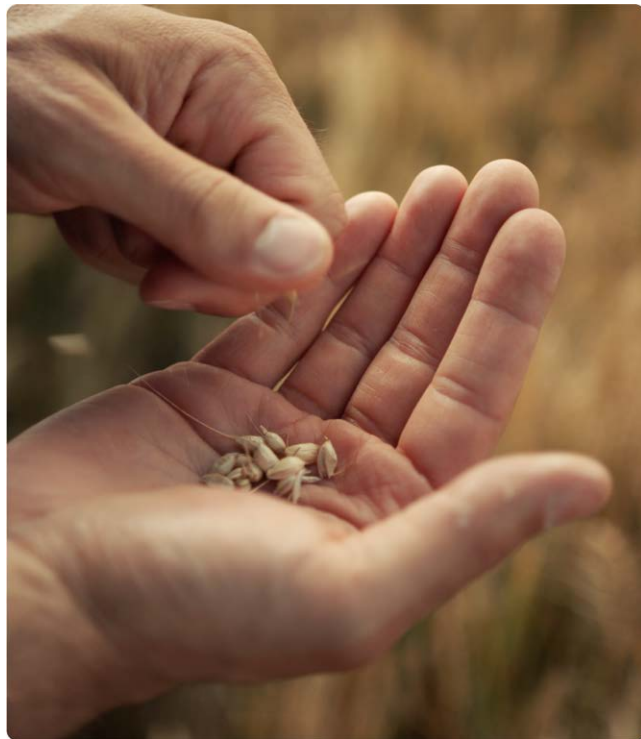
# MORE SUSTAINABLE SOURCING AT MONDELÉZ INTERNATIONAL

## EQUIPPING OUR BUYERS AND SUPPLIERS

At Mondelez International, we are inspired to go the extra mile to lead the future of snacking around the world. On this journey of empowering people to snack right, we focus on building strong and mutually beneficial partnerships including with our suppliers. As a dynamic and innovative Global Procurement organization, our goal is to ensure the highest standards of ethics, safety, quality and collaboration within our supply chain, which includes our sustainability agenda. We, therefore, equip our buyers with tools and training to help them both understand and prioritize key sustainability topics with their suppliers.

With our global presence, we place a high value on helping protect the communities where we live and operate. Working closely with our suppliers is believed to be an important contributor to our success. Our Procurement Policy and our expenditure approval process are among the internal controls set in place to ensure our buyers act to deliver value for money, security of supply and compliance with good practice. In return, we expect and encourage our suppliers to follow our public policies and guidelines, including our [Supplier Code of Conduct](#) and our [Corporate Social Responsibility Requirements](#). Our [supplier information center](#) provides existing and prospective suppliers with clear [expectations about performance and conduct](#), as well as environmental and social responsibilities. These expectations are then formalized through our contracting process. From the earliest stages of sourcing and supplier selection through the review and approval process, our teams focus on business priorities, such as economic inclusion, supplier diversity, sustainability and supplier performance, alongside cost of goods, quality and service.

Our Sourcing Recommendation Committee (SRC) is an essential component of our sourcing selection process. In addition to our procurement policy and our expenditure approval process, our SRC provides an opportunity for our strategic and impactful spend decisions to be brought before our leadership team on a weekly basis. The committee is comprised of our procurement leaders, including leads for both sustainability and EISD. All buyers are invited to attend SRC to learn more about the committee's expectations and best practices throughout the organization.



## SUPPLIER COLLABORATION

To track supplier sustainability and support supplier capability building, in 2022 we partnered with EcoVadis and Guidehouse's Supplier Leadership on Climate Transition (Supplier LOCT) program, a collaboration of global companies committed to helping reduce supply chain emissions. In 2023, our Procurement Sustainability Team leveraged these partnerships to create a supplier sustainability program that aims to inform our buyers' strategic engagement with suppliers. We are currently piloting this initiative with our logistics procurement function at Mondelez International with the intention of then rolling it out to other spend areas.

The program builds on our strategic sourcing playbook and the guidance and resources buyers of all goods and services already have to assess supply chain sustainability risks and exposures. These resources direct them to recommended sources, such as Global Forest Watch, and are complemented by our in-house supply risk management training.

### North America Wheat Example

Our Sustainable Ingredients Lead worked with our local buyers to identify critical flour and grain suppliers for our North America production facilities. These suppliers were then contacted for early discussions on more sustainable farming and regenerative agriculture. Preliminary conversations were held to understand our suppliers' current practices and gauge their interest to engage in regenerative agriculture practices.

Today, those informal conversations have helped our Sustainable Ingredients Team focus ongoing engagement where appetite among suppliers is strongest and see them move from learning and beginning to applying practices. Some suppliers have been inspired to go further and engaged with industry platforms, such as SAI platform and Field to Market, and have started to adopt tools to help them advance their regenerative agriculture journey and monitor and track progress.

## BUILDING MORE SUSTAINABLE SUPPLY CHAINS

Through working with suppliers and other key external experts and industry bodies, we have fostered a greater understanding of the key challenges farmers face. This is leading us to explore innovative options that can help us partner to mitigate risks surrounding the transition to more sustainable agriculture. Having a highly adaptable and customizable suite of tools and practices is a meaningful way to give farmers the power to deliver genuine solutions that address the real needs and concerns of growers, consumers and the environment.

We will continue working with EcoVadis to better understand and track our supply chain sustainability maturity. With Supplier LOCT, we can support key suppliers to develop the knowledge and skills needed to measure their Scope 3 emissions, conduct foot printing, set goals, identify opportunities for abatement and disclose information in alignment with the SBTi.

More sustainable sourcing is an ongoing and evolving pillar in our procurement community, and we are committed to working with suppliers to develop more sustainable and resilient supply chains. We look forward to sharing more in future reports.





# COLLEAGUE & COMMUNITY

Snacking Made Right begins with putting our people first. This means making sure we have a positive long-term impact on our colleagues who are at the heart of advancing our business, and the communities our business serves. As such, we are committed to building a thriving and engaged growth culture, championing diversity, equity and inclusion (DE&I), prioritizing employee well-being, and using our scale and resources to support and advance communities around the world.

**COLLEAGUES**  
**~42%** of those in global management positions are women. Defined as management positions globally at Director and above <sup>(30)</sup>.

**CULTURE**  
**~80** Employee satisfaction score is based on annual global employee engagement survey. Score is in top quartile of external benchmark. Participation % across the workforce and an all-time high for 2023.

**COMMUNITY**  
**~\$880M** Spent in 2023 with (minority and women owned businesses towards our \$1B goal by 2024 <sup>(17)</sup>.



# LEADERSHIP & GROWTH CULTURE

Building a winning culture across Mondelez International is one of the four strategic priorities guiding our long-term business growth strategy. We focus on fueling the organization with the talent to achieve our growth, creating opportunities for our people to support our commitment to Snacking Made Right.



To support this priority, we focus on maintaining a strong pipeline of internal talent, building future growth capabilities, promoting a thriving culture of engagement and fostering impactful feedback that drives performance and career development.

## DEVELOPING OUR TALENT PIPELINE

Maintaining a robust pipeline of talent is crucial to our ongoing success and is a key aspect of succession planning efforts across the organization. Our leadership and people teams are responsible for attracting and retaining top talent by facilitating an environment where employees feel supported and encouraged in their professional and personal development. We do this through our:

- Strategic Talent Review process, which we use to build development plans for critical roles and provide clear internal succession plans for the business. In 2023 we expanded our review process to reach more than 10,000 colleagues globally, including workshops for leaders to deliver high quality development conversations.
- Leadership development programs that are broad-based, accelerated and designed to equip managers at all levels of the organization to build a winning growth culture. For new leaders, our “Essentials” and “Inspire” programs focus on fundamentals, including giving and receiving feedback. For more experienced leaders, our “Grow” and “Elevate” programs cover topics such as developing sustainability-focused business strategy. In 2023, around 64% of eligible managers completed one of our leadership programs.
- Enhanced employee onboarding experiences, such as our new Onboarding Portal launched in 2023 and now deployed in more than 40 countries, that helps new hires feel engaged, welcomed, connected and informed, while supporting managers with simplified and automated onboarding processes.

Together, these efforts are driving development and promotability, and have resulted in an increased share of executive leadership (Mondelez Leadership Team (MLT+1)) prepared to take on larger roles or increased responsibility within their current roles. These efforts have also helped us to fill most of our business leadership team roles with internal talent, while still bringing in external talent to complement internal capabilities.

## BUILDING FUTURE GROWTH CAPABILITIES

We invest in the continued professional growth of our employees through training and development programs, on-the-job experiences, coaching and – for a majority of employees in the United States – tuition reimbursement. We also provide technical and leadership programs across the organization that enable colleagues to grow skills and capabilities that will help drive future business growth.

For example, we continue to expand participation in our General Manager Academy to enhance end to end business leadership and commercial excellence across our developed and developing markets. And we continue to build critical capabilities in areas such as revenue growth management, advanced analytics, integration of business acquisitions, and execution of business divestitures through digital and experiential learning opportunities.



Last year, we also launched a capability marketplace that allows leaders to access skills outside their immediate team by inviting colleagues from other areas of the business to take on short-term “gigs.” The marketplace, called “Match & Grow”, offers opportunities for employees to build their skills and for leaders to develop internal

talent. In 2023, about 50% of filled gigs provided cross-functional experiences for employees.



## THRIVING AND ENGAGED ORGANIZATION

We believe a culture in which employees feel heard and leaders take action is key to building a highly-engaged and thriving workforce. Our employee listening strategy includes regular, confidential surveys of our global workforce and targeted action plans at the global, regional, and managerial levels based on the results of these surveys.

Our latest global engagement survey found that:

- Employees are making their voices heard. Nearly 90% of colleagues participated in the annual survey.
- Employees are satisfied. The Satisfaction score of around 80 is in the top ten percentile based on external global benchmarks.
- Leaders are taking action. Managers at Mondelez International exceed external global benchmarks in taking action, based on survey results, and working to continuously improve the way work gets done.
- Employees feel like they belong and are excited about the future. Employee sentiment on both belonging and prospects for the Company’s future exceed external global benchmarks.

## FOSTERING IMPACTFUL FEEDBACK

We have expanded the robustness of our formal Performance Management approach to help employees deliver against our Strategic Plan and organizational priorities. This approach begins with objective setting to help drive accountability and ensure our colleagues see how performance contributes to organizational priorities, and is followed by a Mid-Year and Year-End performance discussion. The process includes continuous feedback, coaching and one-to-one meetings on a regular basis. This allows managers and employees the opportunity to reflect and openly engage on personal development plans, as well as individual and organizational goals.

# DIVERSITY, EQUITY & INCLUSION (DE&I)

We believe that a diverse workforce with a range of experiences and perspectives, supported by a culture of inclusivity, is a significant driver of sustainable innovation and growth. We strive to champion diversity, inclusion, and economic empowerment for our colleagues, culture and communities.

## 2023 WORKFORCE HIGHLIGHTS

	2020	2021	2022	2023
% of our Executive management team who are women (Mondelēz Leadership Team + 1) <sup>(16)</sup>	34 %	39 %	40 %	42 %
% of our management positions globally who are women (defined as Director and above) <sup>(30)</sup>	38 %	39 %	41 %	42 %
% of U.S. Black representation in management <sup>(15)</sup>	3.2 %	5.1 %	5.5 %	6.3 %
% of U.S. Persons of Color (POC) representation in management <sup>(31)</sup>	—	—	34 %	36 %

## 2024 BOARD OF DIRECTORS DIVERSITY

	2020	2021	2022	2024
% of our Board of directors who are women <sup>(29)</sup>	25 %	25 %	33 %	36 %

## 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.

Mondelēz International Employee Resource Groups (ERGs) provide spaces for employees to connect with senior-level sponsors, contribute to a community of colleagues, and build leadership capabilities that enhance our growth culture. These groups include the Mondelēz International African Ancestry Council, the Rainbow Council (LGBTQ+), the Veterans Council, Women’s Sales Leadership Network, the Latino Employee Council, the Asian-American Employee Council, Supply Chain Women Network, and the Mondelēz International Multi-Generation Alliance.



### Diversity in Leadership

As part of our Vision 2030, we aspire to increase diversity across our management team and within our business leadership teams. This includes continued progress in our aspirations to increase the percent of Executive and Management positions held by women globally. It also includes our aspiration to increase the percentage of Management positions held by Persons of Color (POC) in the U.S. and Management positions held by employees who identify as Black in the U.S. and Brazil.

### Inclusive Bias-Free Workplace

We believe that an inclusive, winning growth culture will help promote higher employee engagement and better business performance. As such, Mondelēz International inclusivity training is provided for senior people managers to build inclusive leadership practices and develop greater cultural competencies. We also recognize our colleague’s commitment to inclusivity through our annual DE&I Impact Awards. In the U.S., for example, over 120 colleagues and teams were nominated for their work to build a culture of recognition for inclusive leadership, an increase of about 35% from 2022.

### IN THE U.K., CADBURY MAKES IMPACT WITH “MISSING OUT” FILM

The *Cadbury Fingers* Brand Team collaborated with the National Deaf Children’s Society in the U.K. on a campaign that set out to help more people be part of shared moments and more inclusive of deaf individuals. The “Sign with Fingers Big & Small” campaign encouraged the nation to learn and use simple conversation starters in British Sign Language (BSL). The entire Brand Team and their agency partners were trained in BSL before going on shoot days, ensuring there was representation both in front of and behind the camera. The result was a powerful film called “Missing Out,” featuring a deaf teenager explaining how it feels to miss out on everyday moments by removing sound and obscuring subtitles to showcase for hearing people how it feels to be left out. The campaign resulted in a more than 32% increase in people who strongly believe *Cadbury Fingers* is a brand that brings people together.

*“When MDLZ talks about DE&I, we use a very wide lens in valuing all human dimensions of diversity across all global geographies. It’s a key contributor to building a strong winning culture where our differences are celebrated to make relationships more productive and make the workplace more creative, innovative, equitable and spirited.”*

#### Robert Perkins

Chief Diversity, Equity and Inclusion Officer, Mondelēz International



## EMPLOYER AWARDS ACROSS THE WORLD

Our efforts to build a diverse workforce supported by a culture of inclusivity is positioning Mondelēz International as an employer of choice in many of the markets in which we operate. These efforts are also recognized externally. Examples of our awards from 2023 include:

- TOP Employer Awards for excellence in employee conditions in over 30 Markets, including first-year awards in Colombia
- Canada’s Top 100 Employers
- Employee Experience Gold Award for Thailand - Best Women in Leadership Program
- Human Rights Campaign LGBTQ+ Best Places to Work - Mexico
- Bronze Brandon Hall Award for Brazil - Disability Inclusion Strategy in Mondelēz International Brazil - Best Diversity, Equity & Inclusion Strategy.



# ADVANCING RACIAL EQUITY & EQUALITY

Mondelēz International is committed to advancing racial equity and inclusion among our colleagues, within our culture and in our communities, and to transparently report on our progress. We have established short and long-term aspirations and are engaged in advancing the cause of DE&I and racial equality on numerous fronts.

## 2023 PROGRESS

	Non POC <sup>(31)</sup>	POC <sup>(31)</sup>
U.S.-based: Senior Executives	57 %	44 %
U.S.-based: Management positions (defined as Director and above)	64 %	36 %
U.S.-based: New Hires - Management	61 %	39 %
U.S.-based: All Mondelēz	57 %	44 %

## 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 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.

With the support of an independent third-party expert, we conduct global pay equity reviews that compare employees in the same pay grade within a country or area to identify any unsupported pay distinctions between employees of different genders and, in the United States, races (as permitted by local country law).

For the third consecutive year, our pay gap between male and female employees was less than 1% in 2023. Additionally, in the U.S., our 2023 pay equity analysis found no systemic issues and no negative pay gap between non-white and white employees performing substantially similar work.

## RACIAL EQUITY AUDIT

In 2022, we voluntarily commissioned a third party to conduct a racial equity audit covering U.S. and Canadian aspects of our business. The audit focused on marketing, philanthropy, political contributions, supplier diversity, internal workforce efforts, and environmental considerations. A copy of the report can be found on our website under [Racial Equity Journey](#)

Increase the number of placements from Historically Black Colleges and Universities (HBCUs) in our Early Careers program

**~3X**  
since 2020 <sup>(52)</sup>.

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

**~6.3%**  
in 2023 <sup>(15)</sup>.



Increase in U.S. Hispanic management representation from 11% in 2021 to

**~14%**  
in 2023 <sup>(33)</sup>.

Increase in U.S. Asian management representation from 12% in 2021 to

**~13%**  
in 2023 <sup>(33)</sup>.



Multi-year signature partnership with Boys & Girls Clubs of America

**~\$4.5M**  
invested since 2021 to help foster a new generation of leaders to live in and lead a diverse global economy.

Fund signature multi-year scholarship program for underrepresented youth in the U.S.

**~\$4M**  
invested over five years, beginning in 2021, to the Thurgood Marshall College Fund (TMCf)

Increase in Brazil Black management representation from 8.9% in 2022 to

**~11%**  
in 2023 <sup>(34)</sup>.

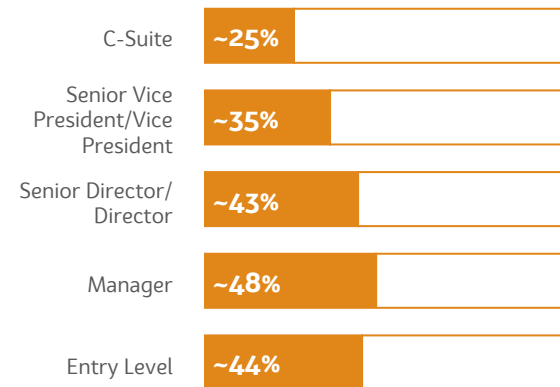
Launch mentoring and leadership development programs focused on accelerating development.

**~1000+**  
participants in our multiple mentorship programs since 2021

# ADVANCING GENDER EQUITY & EQUALITY

We advocate for the full participation and equitable treatment of women in our enterprises and communities. As a core part of our commitment to DE&I, we are advancing gender equity at Mondelēz International, from frontline recruitment through senior levels of leadership: for the third consecutive year, our pay gap between male and female employees was less than 1% in 2023.

## 2023 WOMEN IN LEADERSHIP <sup>(31)</sup>



## ADVANCING GENDER EQUALITY AROUND THE WORLD

In April 2013, we signed the [UN Women's Empowerment Principles](#) to express support for advancing equality between women and men. In alignment with the principles, 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 also support the UN Global Compact and the seven steps laid out in the UN's business-focused extension to its Women's Empowerment Principles, [Equality Means Business](#). The steps offer businesses and other private sector entities more tailored guidance on advancing and empowering women. We encourage business leaders to use the UN principles to inform actions in the workplace, marketplace and community aimed at empowering women and benefiting our companies and societies.

In the U.K., as required by law, we publish a [gender pay gap report](#) that helps us demonstrate how we are making work fair for everyone, regardless of gender.

In the United States, the [2022 EEO-1 Report](#) is currently available under our ESG reporting archive and our 2023 EEO-1 report will be posted there as it becomes available.

For the third consecutive year, our pay gap between male and female employees was less than 1% in 2023

## GENDER EQUALITY CERTIFICATION

In Italy, Mondelēz International obtained the prestigious UNI/PdR 125:2022 compliance certification in 2023. We are among the first players in the food industry to obtain this recognition at Group level including offices and plants.

The achievement of this certification is the result of a rigorous audit process conducted simultaneously across all the Italian sites. This process revealed the concrete application of equal standards

in both the plants and the offices, underlining the broad adherence to the requirements of the standard and the solid monitoring of the KPIs.

Mondelēz Italy chose to join this certification and undergo the audit process on a voluntary basis to demonstrate our genuine and ongoing interest in promoting a positive working environment and a fairer society.

## BRIDGING THE GENDER GAP IN INDIA

In India, one in every five girls drops out of school and women represent only about 1/5 of the workforce. To enhance a sense of belonging and offer networking and growth opportunities for women, in September 2023, we launched the Women of Mondelēz International (WoM) community, a safe space for about a hundred employees in India. In the first three months, the employee resource group facilitated nearly 100 mentoring journeys led by over 50 senior mentors and three capability building sessions. In addition to this group, our employees in India have access to four other employee resource groups for women in sales, commercial, R&D and business services.

These efforts, along with our work over the last decade, led by our DE&I Council and supported by leadership, have helped us maintain a ranking on the list of 100 Best Companies for Women in India for six consecutive years.



## DRIVING CHANGE IN MIDDLE EAST, NORTH AFRICA, AND PAKISTAN

In 2023, Mondelēz International's Middle East, North Africa, and Pakistan (MENAP) business unit took important steps toward its vision of making a positive impact on the lives of women in the communities they serve:

- In Bahrain, an on-job training program for our contracted women workers helped increase female hires at our Bahrain manufacturing plant.
- In the UAE, our Mondelēz colleagues donated hundreds of hours to mentoring, giving career talks and provided work shadowing opportunities to females from National Emirati schools.
- In Saudi Arabia, Mondelēz employees partnered with Female University to provide coaching sessions to hundreds of female students, according to the curriculum and the need of the university.

## BUILDING THE NEXT GENERATION OF SUPPLY CHAIN LEADERS

Maintaining a strong internal pipeline of diverse Manufacturing and Supply Chain talent is key to fueling the growth of our business. We encourage our local teams to expand on our global leadership and development programs to support an inclusive mix of current and future leaders. In 2023, for example, Mondelēz International's Southeast Asia business unit undertook efforts to increase participation in accelerated development plans and mentoring programs by high potential female leaders in Supply Chain roles.



# ECONOMIC INCLUSION & SUPPLIER DIVERSITY

2023 PROGRESS		
	2022	2023
Total EISD spend (minority and women owned businesses) <sup>(17)</sup>	\$510M	\$880M

**OUR ASPIRATION**

## \$1B

with minority and women owned businesses by 2024<sup>(17)</sup>.

### DRIVING A MORE INCLUSIVE SUPPLY CHAIN

Mondelēz International is committed to driving a more inclusive supply chain by striving to identify, attract, and support qualified diverse suppliers across the globe in the communities we live, work, and snack in. Through our Economic Inclusion & Supplier Diversity (EISD) program, we strive to create mutually beneficial business relationships with suppliers that strengthen communities and deliver value to our consumers and colleagues.

### SPEND WITH PURPOSE

By 2024, we aim to spend \$1 billion globally with minority and women owned businesses. We made great progress in 2023, reaching a total spend of approximately US\$880M with minority and women owned businesses supporting the communities we serve<sup>(17)</sup>.

### PARTNERING WITH DIVERSE SUPPLIERS

As part of our Snacking Made Right initiatives, we are working to take a more considerate approach to integrating qualified diverse suppliers into our supply chain. To do this, we have partnered with WEConnect International, the U.S.-based National Minority Supplier Development Council, and Minority Supplier Development United Kingdom, and other leading supplier diversity advocacy organizations. These groups help us develop our diverse suppliers to promote a supply base that reflects the communities we serve. We also encourage our sourcing and procurement colleagues to identify qualified diverse suppliers and service providers in the procurement process.

### BUILDING ON SUCCESS

We are determined to deepen our DE&I values and advance our goal of supporting locally-relevant organizations and underrepresented communities through all of our partnerships. Creating a more inclusive and diverse supply chain is ultimately good for both supplier communities and our business, driving more innovative and high-quality products and solutions, and empowering our consumers to snack right.

*“As a women-owned business in the realm of EISD, our journey is illuminated by the transformative power of collaboration. Partnering with Mondelēz International isn’t just a business endeavor; it’s a testament to the strength that arises when diversity meets innovation. In this alliance, we shape not only technological landscapes but a future where the unique perspectives of women propel us toward unparalleled success.”*

**Roné Luttig**  
General Manager, Marketing,  
Savannah Chemicals

**Sandra Boyce**  
General Manager, Operations,  
Savannah Chemicals



*“As a leading minority-owned supplier of food ingredients, Harris & Ford expresses deep gratitude for the ongoing collaboration with Mondelēz International. Beyond a mere customer, Mondelēz International is a valued partner, which we are dedicated to jointly addressing global supply chain challenges. It is with great pride that we contribute to the success of your products. Our 10-year partnership underscores the importance of supplier diversity, and we look forward to continuing this impactful journey together. With our successful partnership we can positively impact underserved communities around the world.”*

**Tim Harris**  
President,  
Harris & Ford



# COLLEAGUE HEALTH & WELL-BEING

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

*"As 2023 marked the end of a global public health emergency, we leveraged key insights to elevate our standards for workplace health. Aligned with our commitment to continuous improvement and dedication to our workforce, we have rolled out a pandemic preparedness plan. This plan is strategically crafted to promote a healthy workplace and environment, ensuring impact in the present, and to support our resilience to future challenges. Concurrently, we actively refine our strategy for Vision 2030 for health to enhance its relevance and effectiveness. I am proud of our teams working to build and reinforce the foundation for health protection, promotion, and preparedness."*

**Anh T. Tran, MD, MPH, FACOEM**  
Global Health Senior Director,  
Health, Safety, and Environment (HSE)  
Mondelēz International



## OUR PROGRAMS

We've developed a holistic employee well-being program, *The Right You*, that addresses employees' changing needs across three dimensions: Mind, Body and Connection.

Through *The Right You* program, employees can access locally relevant well-being information, programs and resources such as:

- Mental health, resiliency and resourcefulness, emotional balance, harmony and financial health.
- Personal health including healthy habits, fitness, nutrition and sleep and preventative health.
- Personal and professional social interactions, community involvement, hybrid and flexible work, and technology and digital connections.
- We continue to maintain our goal of providing access to our Employee Assistance Programs for 100% of our employees. In addition, we shared tools, tips and 1:1 coaching opportunities with more than 8,000 managers. These efforts aimed at helping support their teams with their local Employee Assistance Program and remote/hybrid working practices.

## EMPLOYEE BENEFITS

We also offer numerous health and well-being benefits, based on employee location, including:

- Health insurance
- Dental insurance
- Vision insurance
- Paid time off
- Parental leave
- Adoption assistance
- Short-term flexible work arrangements

We monitor external workforce trends to inform changes to our employee health and well-being strategies, and survey our employees to ensure our efforts are successful.

## RECOGNIZING OUR WELL-BEING COMMITMENTS

In 2023 our local teams received multiple awards recognizing Mondelēz International's commitment to supporting employee health and well-being. A few of our local awards include:

- Great Place to Work for Flexible Working in Brazil
- Employee Experience Gold Awards
  - Best Work-Life Harmony in Malaysia
  - Excellence in Workplace Well-being in Thailand



# IMPACT INVESTING

As part of our efforts to drive positive impact and work toward a better future for our planet, Mondelez International supports innovations focused on social and environmental solutions that align with our Snacking Made Right mission. To date, we have seen encouraging results from the portfolio companies we support through our Sustainable Futures impact investment platform, and have gathered important learnings from our partnerships with social entrepreneurs and inventors working alongside us to forge a better future.

## FOCUSING ON SUSTAINABLE FUTURES

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



We launched Sustainable Futures in 2020 to incubate and finance systemic solutions to social and environmental challenges. Common themes include self-sustaining solutions that address climate change and packaging circularity, and that help build thriving communities where we live and work.

We aim to support social entrepreneurs through seed funding, growth capital, and strategic assistance that helps them nurture and scale their ideas.

## NEW INVESTMENTS IN 2023

### Circulate Capital: Financing Waste Collection and Recycling in Latin America and Caribbean

Last year, we became a founding investor in a Circulate Capital fund to help address plastic waste challenges in Latin America and the Caribbean. Our investment builds on our support for Circulate Capital's South East Asia-focused Ocean Fund, and aims to bolster regional infrastructure for plastic collection and recycling. The Latin America and Caribbean fund will help Circulate Capital support scalable business solutions designed to improve the collecting, sorting and recycling of plastic waste, including flexible films – lightweight, multi-layer plastics used by the snacking industry that have historically been difficult to recycle and reuse.



## Flash Forest: Accelerating Reforestation Through Innovative Technology

At the beginning of 2023, Sustainable Futures made its first direct equity investment to support Flash Forest, a reforestation company, in its scale up and business expansion. The Canada-based company leverages drones, artificial intelligence, geographic information systems and a unique seedpod technology to accelerate reforestation – a mission that aligns with Mondelez International priorities. They had a phenomenal 2023, planting over a million trees, and are now getting ready for next year to continue to scale up its reforestation activities!



*"In 2023, we continued to advance Sustainable Futures impact investments and saw positive results from our portfolio companies. We also learned from our partnerships with investees and co-investors as we jointly work toward a more sustainable future."*

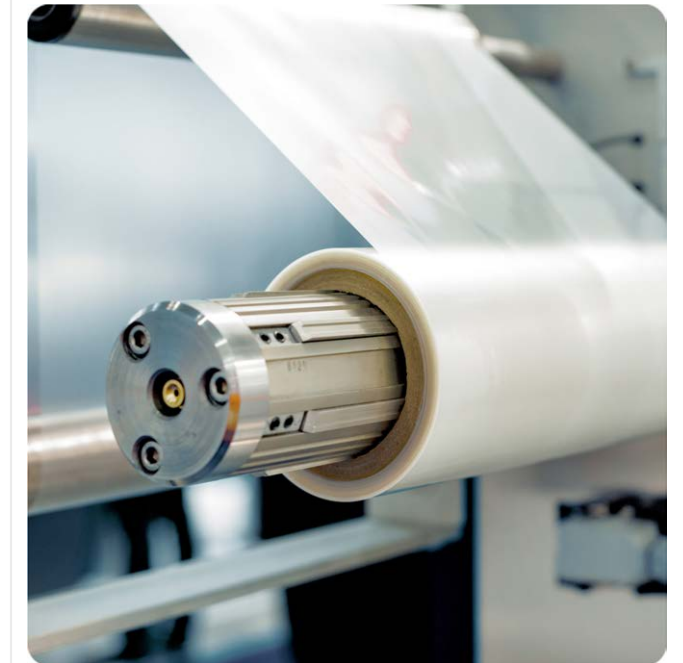
**Susanne Alig-Mathis**  
Senior Director, Global Impact and Sustainability,  
Mondelez International



## Pack2Earth: Funding a Fully Compostable and Bio-Based Packaging Material



Sustainable Futures invested in Pack2Earth, an advanced materials company in Spain, to support the company on its mission to replace approximately 60,000 metric tons of plastic packaging with its home compostable materials by 2028. Pack2Earth's bio-based materials are a more sustainable alternative to single-used plastics, including flexible packaging. The resulting compost is toxin free and leaves behind no microplastics; it can sustain new plant life; and the packaging can be disposed of in organic waste garbage along with food waste. Mondelez International will support the company to accelerate their product development and explore options to introduce the materials in its packaging for an anticipated positive environmental impact – fossil-based plastic waste reduction.





# HUMANITARIAN SUPPORT

## INTERNATIONAL AID

As a global company, we believe it is important to respond to global disasters and do this through donations to leading humanitarian organizations and NGOs. Since 2011, we have made an annual donation to the International Federation of the Red Cross and Red Crescent Societies' Disaster Response Emergency Fund. We have similarly donated each year to the American Red Cross. To amplify our support, we offer local employees matching opportunities and in-kind donations.

### Pakistan Flood Relief

In response to historic floods that devastated parts of Pakistan in 2022, Mondelēz International and Mondelēz Family Members have contributed approximately \$100,000 along with in-kind donations to Pakistan Flood Relief to support families in rebuilding their homes and livelihoods. To ensure that our contributions have been given to impacted people, Mondelēz Pakistan Limited has partnered with Akhuwat and the Pakistan Red Crescent Society (PRCS), both leading institutions working to help affected people in Pakistan. Beyond financial donations, Mondelēz Pakistan employees donated more than 100 volunteer hours to send teams to visit people affected by floods in the Sujawal region as part of the recently announced Employee Volunteerism Program.



### Morocco Earthquake In-Kind Donation

In response to the earthquake that destroyed homes and schools in Morocco's Al Haouz Province in 2023, Mondelēz Morocco donated biscuit products to NGOs.

### Donation to New Zealand's North Island Flood Relief Efforts

Flooding from Cyclone Gabriel caused severe damage to land and property across the upper North Island of New Zealand. In response, Mondelēz New Zealand contributed approximately \$30,000 to the New Zealand Red Cross disaster relief fund set up to help impacted communities.

### Product Donation to People Impacted by Maui Wildfires

In August 2023, a fast-moving wildfire on Hawaii's island of Maui nearly destroyed the beautiful town of Lahaina. Mondelēz International acted swiftly in partnership with the Maui Food Bank to safely deploy approximately 20 pallets of much-needed food to residents within days of the start of the wildfires.



## UKRAINE SUPPORT

As the war in Ukraine continues, Mondelēz International and the Mondelēz International Foundation have increased their joint financial support for humanitarian efforts in the country to \$15 million over the past few years. A significant portion of this fund has been directed towards international and local NGOs specifically focused on communities affected by the war, especially in locations where we have manufacturing sites, such as Trostyanets and Vyshhorod.

We condemn the brutal aggression and continue supporting our Ukrainian employees and local communities during this incredibly devastating time.

Our direct and targeted assistance has been focused on supporting social institutions, including health facilities, schools, kindergartens and orphanages, providing in-kind donations and other humanitarian support for people in the affected areas.

With our local partnering NGO, Charity fund Blagomay, we launched a project, "Protecting Childhood," that provided clothes, shoes and other necessities to more than 20,000 children in 2023 deprived of parental care. Together, we have also continued our efforts to improve access to critical healthcare services for thousands of Ukrainians. As part of the \$15 million commitment, we contributed funds to provide medical equipment to 15 Ukrainian

hospitals, rehabilitation centers and other health facilities, and provided 17 incubators to hospitals in nine Ukrainian cities. ]

Beyond these efforts, we've also been focused on rebuilding. In 2023, we helped repair the roof of a kindergarten in Trostyanets damaged from shelling. In Stari Petrivtsi, a village near Kyiv, we helped repair a kindergarten and build a sports yard at the local school. In response to requests from the Petrivtsi community, we funded the installation of two air raid shelters in local kindergartens.

Together with our partners, Ukrainian NGOs and local communities, we continue our work to identify areas where we can have greater impact in supporting the people of Ukraine during these devastating times.

Our Ukrainian colleagues have inspired us all through their work under such difficult conditions and dedication to local communities. As volunteers, Mondelēz Ukraine employees took an active part in 2023 supporting those in need through everything from packaging several thousand product kits for disadvantaged people to helping children in orphanages.



# COMMUNITY IMPACT & EMPLOYEE VOLUNTEERING

Mondelēz International is dedicated to making a positive impact on the communities we live and work in aligned with our strategic Snacking Made Right focus areas and associated goals. Our Mondelēz International Changemakers program enables our people to play a direct and impactful role in their communities by creating opportunities for them to give their time, talents and service.

**2023 PROGRESS**

	2020	2021	2022	2023
Total hours of volunteering	20,000	15,000	19,000	29,000
Total number of volunteers	6,190	4,000	10,000	8,000
Cash and in-kind donations (USD)	\$93M	\$50M	\$54M	\$56M



**MORE SUSTAINABLE INGREDIENTS**

Mondelēz International Changemakers in Spain organized an activity with the Spanish Ornithological Society (SEO/Birdlife) to support the conservation of biodiversity. Local Mondelēz volunteers dedicated their time and service to planting native species of trees, shrubs and smaller plants in support of conservation.



Mondelēz India launched a project in the cocoa villages of Kerala, Karnataka, Tamil Nadu and Andhra Pradesh with the aim of improving biodiversity and providing additional income to farmers, while helping to sequester carbon from the atmosphere and drive positive climate impact.

**CLIMATE**



Mondelēz International employees in China together with the China Youth Development Foundation and China Environment Publishing Group invited students from Suzhou to the company's Lighthouse Plant to foster awareness on green and sustainable development supporting the environment.

In the U.S. Clif has partnered with American Forests for approximately 20 years donating over USD \$700K and planting over 700,000 trees by the end of 2023.



Mondelēz International colleagues in México donated their time and service to reforest land in two Mexican states to promote ecosystem conservation.

Our Central European team activated hundreds of volunteers who, along with partners, planted tens of thousands of trees in local communities across the region.

**MORE SUSTAINABLE PACKAGING**

Mondelēz Southeast Asia's recycling program, Trash Right, raises awareness across Malaysia, Indonesia, Vietnam, Philippines, and Thailand about the right approach to recycling in support of a more circular pack economy, empowers colleagues to volunteer for recycling events and practice the 3Rs (reduce, reuse, recycle) in their daily lives, and promotes local recycling and upcycling initiatives.



Clif employees helped remove thousands of pounds of trash from the shoreline of the Ohio River. This Clif-led volunteering program – In Good Company – accomplished this by organizing a weeks-long effort with long time partner, In Living Lands & Waters. The work supports Mondelēz International's strategy, goals and long-term ambition of building a more circular economy for packaging.



SOCIAL IMPACT

In India, we invested to improve approximately 200 Government Health & Wellness Centres (HWCs) at the village level between 2021 and 2023 in collaboration with the Government's Ayushman Bharat Health & Wellness initiative.



In Columbia, we joined forces with RECON, an NGO in Columbia, to seek social enterprises that provide solutions to economic and socio-environmental problems to positively impact communities. Interested social enterprises participated in six categories, each of which has different sponsors. The participation categories are: poverty and inequalities reduction, environment and sustainable development, sustainable peace and human rights, efficient use of resources, health and well-being and tech for good. More than 600 applications were received and the category with the highest number of applications is Environment and Sustainable Development.

DIVERSITY, EQUITY & INCLUSION

In Brazil, our Professional Advice program for early-career youth – which focuses on supporting Black youth – mentored hundreds of participants who were then prioritized in the hiring of apprentices.



In 2023 Mondelez International's European Supply Chain Team continued on a journey to Creating a Culture of Belonging for all our colleagues. This includes a training program focused on exchanging best practices from different markets and plants which has inspired many new ways of working.

CONSUMER / MINDFUL SNACKING



In the U.K., our Health for Life™ program has invested millions into efforts promoting healthy lifestyles across the city of Birmingham including funding the program's next community food growing space and green gym open to locals. To date, this program brings well-being services to several hundred thousands people.



Several trainings enabled hundreds of volunteers to share and educate tens of thousands of Generation Z beneficiaries on the benefits of Mindful Snacking.

EMPLOYEE WELL-BEING

Mondelez International launched unlimited and free outpatient department (OPD) consultations in Central Europe with our vendors for a number of colleagues who also have access to free unlimited diagnostic tests prescribed by participating doctors. We also introduced free unlimited online consultations for employees and a select number of dependents with specialist doctors.



Mondelez International in Central Europe has organized Smash the Stigma sessions as part of the company's Central European Mental Health Roadmap to raise awareness of this important topic. To date hundreds of employees have participated in the workshops.

Our Mondelez International Trade Marketing Team in Argentina worked with EcoHouse at a local natural reserve to remove garbage and plant native trees. This team building activity enabled colleagues to contribute to our environment, while strengthening team bonds.

# WORKPLACE SAFETY

At Mondelez International, we are committed to addressing issues related to health, safety and the environment. An important part of that effort involves engaging and empowering our colleagues to live safely, both inside and outside the workplace.

## 2023 PROGRESS

	2020	2021	2022	2023
Total Recordable Incidents (year-on-year)	(10)%	17 %	(5)%	(35)%
Total Incident Rate (TIR) (year-on-year)	(5)%	17 %	(5)%	(30)%
Lost Time Incidents (LTI) (year-on-year)	(15)%	30 %	(8)%	(18)%
Lost Time Injury Frequency Rate (LTIFR) (year-on-year)	(9.1)%	30 %	(8)%	(25)%
Work-Place Related Total Severity Incidents (year-on-year) (TAR)	—	(21)%	3 %	(23)%
Total Recordable Accidents (year-on-year) <sup>(35)</sup>	(28)%	(25)%	(12)%	(12)%
Total Recordable Accidents for Contractors (year-on-year) <sup>(35)</sup>	(33)%	(29)%	19 %	(14)%

## STRIVING TO ENSURE WORKPLACE SAFETY

Mondelez International is committed to meeting or exceeding applicable Health and Safety regulations, investing in our people and facilities, and maintaining a strong Health and Safety culture in our ambition to achieve an accident-free work environment. We continuously strive to improve work processes, tools and metrics, invest in training and communication, and regularly conduct Health, Safety and Environment (HSE) assessments to evaluate our progress in embedding HSE throughout Mondelez International.

We maintain and consistently reinforce comprehensive HSE policies, standards and our nonnegotiable to support the improvement in compliance and culture.

## WORK, PLAY, LIVE, SAFE

Our Work, Play, Live, Safe program encourages safe practices, environments and ways of working through guiding principles for everyday actions:

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

## BUILDING A STRONG WORKPLACE SAFETY CULTURE

Our goal is to build a strong safety culture that reduces risks across four key areas:

**Occupational Health:** Safeguarding our employees against long-term workplace-related health issues.

**Personal Safety:** Embedding safe work practices and standards that promote the personal safety of every person in our Company.

**Process Safety:** Improving the design, implementation, management and control of identified hazardous processes within our operations.

**Vehicle Safety:** Improving driver safety and vehicle-related activities in all of our functions and operations.

## WORKPLACE SAFETY PROGRESS.

In 2023, our continued focus on leadership, capability building and HSE assessments has driven improvements across most of our safety performance indicators.

Over the past four years, since introducing Severity as a primary metric, we have reduced our Total Severity Incidents by around (23)% and our life altering incidents (Severity 1) by about 72% vs 2022 across our operations.

The global benchmark for a world-class Total Incident Rate (TIR) is 0.5. We continue to perform well below the 0.5 level, ending 2023 with an approximate 0.14 TIR. We also tracked an approximate 0.09 LTIFR level across our operations this year.

Our ongoing focus on Safety culture and Total Safety, including emergency preparedness procedures, has resulted in more than 75% reduction in Total Recordable Incidents across operations over the past 10 years.

2023 was a progressive year, however we unfortunately also experienced some High Severity incidents, Near Misses and Gaps from our HSE Assessments and are prioritizing the following opportunities in 2024:

**High Severity Incidents:** Implementing solutions to further improve behaviors, controls and capabilities across manufacturing and commercial operations.

**Priority Standards:** Increasing our focus on high risk gap closure. Improving protection and prevention systems.

**M&A Integration:** Improving resourcing and capabilities to support the application of Mondelez International standards and work processes.

**Commercial Safety:** Revising policies and standards to further improve our operations related to warehouses, offices and vehicle fleet.



# GOVERNANCE

Strong governance provides an essential foundation for our sustainable impact and continued good growth and underpins our approach to Snacking Made Right. Our comprehensive governance structure, focus on transparency and accountability, and commitment to Board diversity support our efforts to drive longstanding and enduring positive change in the world and in the communities in which we operate. In 2023, we were proud to use enhanced internal procedures and controls on our ESG Reporting Standards to meet evolving requirements and keep our stakeholders informed about our ongoing work to make snacking right.

<b>~36%</b>	Women on our Board of Directors in 2024 <sup>(29)</sup> .
<b>~52,000</b>	Colleagues trained via web-based compliance trainings in 2023.
<b>~160</b>	Live & interactive compliance training sessions in 2023.



In the following pages we provide updates on our overall approach to governance of our ESG priorities and programs and our work to ensure compliance with our high standards both within our operations and in our supply chain. We also detail how we are helping to drive progress toward the UN Sustainable Development Goals that we believe we can most positively impact.

# CORPORATE GOVERNANCE STRUCTURE

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			
CEO	2021	2022	2023
Base Salary	10 %	10 %	9 %
Annual Incentive	18 %	20 %	16 %
Equity	72 %	70 %	75 %
Pay at Risk	90 %	90 %	91 %
OTHER NAMED EXECUTIVE OFFICERS			
Base Salary	20 %	17 %	17 %
Annual Incentive	18 %	18 %	18 %
Equity	62 %	65 %	65 %
Pay at Risk	80 %	83 %	83 %
Strategic Key Progress Indicators	20 %	20 %	20 %

## GOVERNANCE PROGRESS

To ensure we continue to enhance 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, including reviewing 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 the Board's 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; strategic performance indicators for incentive plans. We aim to ensure alignment of pay to performance and incentive plans aligned to shareholder interests. Our Strategic Key Progress Indicators for incentive plans include performance against ESG priorities.
- **Audit Committee:** Oversees our safety priorities, goals and performance, and our ESG-related disclosure and control processes in connection with filings within the U.S. Securities and Exchange Commission (SEC).

- **Management Responsibilities:** Management is Responsible for the day-to-day management and oversight of crucial sustainability programming 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 - General Counsel and Corporate Secretary 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

## IDENTIFYING AND ASSESSING CLIMATE RISK

Climate risk management is covered by our Enterprise Risk Management (ERM) process for identifying, assessing, managing, and monitoring enterprise risks. We have a Risk and Compliance Committee (MRCC), co-led by our SVP & Global Chief Ethics and Compliance Officer (Chief Ethics & 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 Ethics & 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.

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.

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 enterprise risks.

## MANAGING, MITIGATING AND MONITORING RISK

The management and monitoring of enterprise 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.

**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 continue to enhance our reporting to meet evolving requirements around the world, in 2022 we began to enhance our internal procedures and controls on ESG Reporting Standards and have continued to progress this work in 2023. 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 representation of racially and ethnically diverse leaders on Boards of corporations. Our directors bring a diversity of gender, race, national origin, thought, and global experiences that promote informed decision making.

BOARD OF DIRECTORS DIVERSITY <sup>(36)</sup>	
<b>GENDER DIVERSITY</b>	
Male	7
Female	4
<b>ETHNIC DIVERSITY</b>	
White	7
Black	3
Asian	1
<b>AGE DIVERSITY</b>	
50's	3
60's	7
70's	1
<b>TENURE DIVERSITY</b>	
0-3	6
4-9	3
10+	2



# CORPORATE GOVERNANCE: APPROACH

## 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 enterprise risks.



## OUR WAY OF DOING BUSINESS

Mondelēz International is committed to creating a positive impact on the world while driving business performance. With a strong foundation of beloved iconic brands, stakeholder partnerships and purposeful signature programs, we're well-positioned to lead the future of snacking.

We continue our efforts to drive progress against our core initiatives in sustainable and mindful snacking. Growing our business by making our snacks the right way is at the core of what we do. Authenticity, integrity and transparency guide us in every aspect of our business to create meaningful, lasting impact for all of our stakeholders around the world.

As one of the world's largest snacking companies, we are confronting some of the largest societal issues of our time. We remain focused on driving longstanding and enduring positive change in the world and in the communities in which we operate.

## CODE OF CONDUCT

The Mondelēz International Code of Conduct ("Code") is a key part of our compliance and integrity program. It includes a set of employee policies that cover ethical and legal practices for our business. It focuses on the personal responsibility each employee has to conduct business legally and ethically. The Code is available online and has been translated into more than 30 languages and distributed around the world. Mondelēz International colleagues are trained on the Code on an annual basis and are required to read, understand and comply with the Code, which they acknowledge in writing.

## CORPORATE RESPONSIBILITY GUIDELINES

Our mission is to lead the future of snacking by offering the right snack, for the right moment, made the right way. We call this Snacking Made Right.

We are committed to making our snacks the right way, protecting the planet and respecting the human rights of people in our value chain. Our Human Rights Policy uses the United Nations Guiding Principles on Business and Human Rights (UNGPs) as a framework for preventing and mitigating human rights risks. The Policy is aligned with our Code of Conduct and [Supplier Code of Conduct](#).

We undertake practical, proactive, and 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 in our supply chain to help them achieve the same objectives. We strive to embed these due diligence practices at a central level, as well as at a local level in collaboration with our business units.

Our Human Rights efforts include our signature programs Cocoa Life and Harmony, through which we strive to make a positive impact on the communities and environment where our most important raw materials – cocoa and wheat – are grown.

Since 2012, we have leveraged Cocoa Life, our holistic sustainability program which we have backed with an approximately \$400 million investment during the first 10 years with an additional \$600 million to be invested by 2030 to help address human rights risks associated with labor in the cocoa supply chain. To learn more about our ingredient supply chain see our Sustainable Ingredients section.

We are committed to treating people fairly, through our Compliance & Integrity program, where we ensure the availability of accessible grievance mechanisms (e.g., Integrity HelpLine and WebLine) for our own employees, contractors and subcontractors to use for raising any concerns.

To read more about our commitments and actions toward identifying and mitigating potential and actual Human Rights impacts within our own operations, see:

- Our annual [Human Rights Due Diligence report](#).
- The Colleague and Community Well-Being section of this report.
- [Our Human Rights Policy](#).



# CORPORATE GOVERNANCE: SUPPLY CHAIN



## CORPORATE RESPONSIBILITY EXPECTATIONS FOR DIRECT SUPPLIERS

We work with thousands of suppliers, consultants, and business partners around the world and this work has a direct impact on the communities we serve and live in. Ideally, Mondelez International and our Suppliers and Partners will have comparably high standards of conduct. Of course, we cannot – and do not presume to – control how they run their businesses. But, as described below, we take five pragmatic steps to align what they do for us – and how they do it – with our own standards of fair and honest dealings.

In addition, to summarize our position and commitment to ethics, respect and fairness, we established a Supplier & Partner Code of Conduct, underlining our desired ethical human and business practices. We encourage all our suppliers and partners to familiarize themselves with the Code of Conduct, ask us about it and strive to align with it.

### 1. SELECTION AND RISK ANALYSIS

We begin with the selection process. As we evaluate suppliers, we want to be familiar with their own codes of conduct and reputations, as well as their ability to deliver quality, service, and total value to Mondelez International.

We conduct due diligence across our business relationships, which includes screening potential suppliers against restricted party lists from authorities worldwide and media scans, which may include information applicable to other risks, such as human rights.

Our [Supplier & Partner Code of Conduct](#) is available on our Mondelez International website for all our current and future business partners to consult.

### 2. CONTRACTING: TERMS AND CONDITIONS

Once we determine a good fit with a supplier or business partner, with suppliers and partners we develop a contract that not only provides the core commercial terms but specifically incorporates mandatory terms and conditions in areas such as Corporate Social Responsibility, ethics, integrity, and safety.

In addition to complying with all laws and regulations, suppliers must comply with Mondelez International's expectations in terms of:

- a. Forced Labor
- b. Child Labor
- c. Diversity and Inclusion
- d. Harassment and Abuse
- e. Safety and Health
- f. Third-Party Representation
- g. Working Hours and Compensation
- h. Disciplinary Procedures
- i. Business Integrity
- j. Environment and Sustainability
- k. Anti-bribery

As part of our supplier agreements and embedded in our Purchase Orders, our suppliers understand and acknowledge that they will adhere to our Supplier Code of Conduct.

### 3. ASSESSING CORPORATE RESPONSIBILITY THROUGH “PROGRESS”

We are not alone in our approach, as most major companies have supplier corporate responsibility requirements. Yet most companies are both suppliers and customers, leading to a proliferation of codes of conduct and assessment requests. We supported the creation of a superior approach for society called PROgram for RESponsible Sourcing (PROGRESS). This industry initiative allows a supplier to provide common information to its customers, so each customer can independently reach business decisions in accordance with its own corporate responsibility standards.

We are currently rolling out PROGRESS to our suppliers and business partners. This is an ambitious global effort that will take several years to complete. When dealing with such an important issue as corporate responsibility, we have taken a long-term approach that we are confident puts us on the right path.

### 4. WORKING TOGETHER: SUPPLY CHAIN TRANSPARENCY AND LABOR PRACTICES

As awareness and advocacy efforts around human trafficking and slavery grow among governments, NGOs, and investors, so do expectations for businesses to demonstrate how they address this issue within their supply chains.

The Mondelez International [Human Rights Policy](#) guides our approach. In line with the California Transparency in Supply Chains Act (SB 657) and the U.K. Modern Slavery Act 2015, our annual Human Rights Due Diligence & Modern Slavery Report provides more detail on our efforts to help make a difference in our operations and those of our suppliers.

Our purchasing contracts require suppliers to comply with all laws and support Mondelez International's policies on child and forced labor. We have various tools to address non-compliance, which may include but are not limited to, a corrective action plan. If the supplier does not resolve the issues of concern in a timely and satisfactory manner, Mondelez International reserves the right to take further action, such as termination of the business arrangement.

Suppliers working with Mondelez International are also expected to abide by our:

- **Supplier Performance Expectations**
- **Supplier Quality Expectations**

### 5. VERIFICATION AND IMPROVEMENT: COMPLIANCE AUDITS

For our own operations and tier 1 suppliers, on an ongoing basis we seek to identify potential human rights issues and monitor compliance with our policies and our corporate responsibility expectations through independent audits. We use the SMETA audit protocol to evaluate our internal manufacturing sites and direct suppliers against a common set of Corporate Social Responsibility standards developed for the consumer goods industry.

In addition, we strive to address potential negative social and environmental impacts in our value chain, including our cocoa and palm oil supply chains, through our sustainability initiatives and multi-stakeholder collaboration with suppliers, industry peers, civil society and governments. More information on our sustainability framework and strategy is available in the Snacking Made Right section of this report.

# COMPLIANCE & INTEGRITY PROGRAM

We are focused on ensuring compliance with our high standards and robust policies and processes throughout the company and our supply chain.

## 2023 PROGRESS

In 2023, we continued to provide compliance training to many colleagues across the business:

# ~52,000

Colleagues trained via web-based compliance trainings.

# ~160

Live & interactive compliance training sessions.

# ~2,600

Total contacts to the Compliance Team reporting channels.

## OUR COMPLIANCE PROGRAM

Our global Compliance program helps guide our employees to adhere to all applicable laws and regulations while conducting business around the world. It also emphasizes conduct consistent with our commitment to act with integrity, as well as make ethical decisions for our business, our shareholders, our employees and our consumers, because their trust and confidence is critical to our success.

## COMPLIANCE RISK ASSESSMENTS AND AUDITS

### TRAINING-CONTACT-ACTION – MAKING COMPLIANCE AND INTEGRITY PART OF OUR CULTURE

We have a dedicated Compliance Team around the world (including regional Compliance leads and subject matter experts) who work with senior management to implement our program. Our Compliance Team helps ensure our employees know what is expected of them and how to make the right decisions, especially when faced with difficult or complex situations. Our live and online training programs are deployed to employees on a rotating basis to reinforce core policies. The objective of our training is to help employees understand legal and ethical business practices via periodic global eLearnings (approximately four annually) and other region/market-led training sessions. Our global learning and awareness platform includes:

- Code of Conduct
- Anti-bribery
- Anti-discrimination/harassment
- Fair competition
- Data privacy
- Conflicts of interest & gifts
- Sanctions compliance
- Customs & trade laws
- Anti-money laundering
- Insider trading

New hires are mandated to complete eLearnings across these important topics, which are provided in local languages.

Our global eLearnings target our broad employee base, while live sessions are targeted to risks specifically relevant to employee role and/or geography and are also included for part-time personnel. Code training is mandatory and deployed annually, while other mandatory compliance training programs generally follow a bi-annual cycle. Apart from formal training, we deploy global awareness campaigns on a quarterly basis to keep Compliance and ethical decision making fresh in our employees' minds. These compliance awareness campaigns are intended to supplement our core trainings and respond to our evolving compliance risk landscape.

Audit & Risk Advisory regularly audits the Company's internal controls and processes in consideration of evolving risks across markets in which we operate.

## SPEAKING UP AND BEING HEARD

We expect and encourage employees to ask questions and raise concerns about business practices when they see something they think might be wrong. There may be times when employees are not comfortable speaking with their supervisors, Compliance, Legal or human resources contacts, or simply wish to remain anonymous. Consistent with applicable local law, we have a toll-free, and in some countries a collect call/reverse charge telephone HelpLine and an online version WebLine so our employees can confidentially and, if they wish, anonymously report instances of suspected wrongdoing or ask questions about compliance matters. Our [HelpLine](#) operates in more than 90 countries. Employees can find toll-free numbers and dialing instructions by selecting the country they are calling from on the [Integrity WebLine](#) webpage.

## LISTENING, INVESTIGATING, ACTING

In 2023, our business integrity group received more than 2,600 contacts from around the world through our "Speaking Up" channels. These contacts included questions about our compliance policies and program or matters that we referred to other departments for handling. We received reports of misconduct that required investigation. Some of these matters resulted in disciplinary action, including the separation of people from the Company when appropriate.

## REPORT TO MANAGEMENT AND THE BOARD

To make sure that senior management and the Board of Directors are aware of any potentially significant matters, our Compliance group reports investigations to members of our executive team and the Audit Committee of the Board of Directors.

## EXTERNAL REPORTS OF WRONGDOING

People outside of the Company can bring instances of suspected wrongdoing to our attention in four ways:

- By mail: Business Integrity Department  
Mondelēz International, Inc.  
905 West Fulton Market, Suite 200  
Chicago, IL 60607 USA
- By e-mail: [compliance@mdlz.com](mailto:compliance@mdlz.com)
- Through our Integrity HelpLine: Our Integrity HelpLine is a toll-free and/or reverse charge service operated for Mondelēz International by a third-party. The HelpLine is accessible 24 hours a day, every day, and language interpreters are available. These toll-free numbers and dialing instructions can be found on the Integrity WebLine page.
- Through our Integrity WebLine: Our Integrity WebLine is an online version of the HelpLine. It is operated by a third-party for Mondelēz International and is accessible 24 hours a day. The website, [www.mdlzethics.com](http://www.mdlzethics.com), offers access to the Integrity WebLine.

# UN SUSTAINABLE DEVELOPMENT GOALS

As we work together to make snacking right, we directly support several of the United Nations 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. 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></p> <p>End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</p>	 <p><b>3 GOOD HEALTH AND WELL-BEING</b></p> <p>Ensure healthy lives and promote well-being for all at all ages.</p>	 <p><b>6 CLEAN WATER AND SANITATION</b></p> <p>Ensure availability and sustainable management of water and sanitation for all.</p>	 <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p> <p>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></p> <p>Ensure sustainable consumption and production patterns.</p>	 <p><b>13 CLIMATE ACTION</b></p> <p>Take urgent action to combat climate change and its impacts.</p>
<b>MONDELEZ INTERNATIONAL 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></p> <p>• Ingredients (Cocoa Life)</p>	 <p><b>4 QUALITY EDUCATION</b></p> <p>• Ingredients (Cocoa Life)</p> <p>• Community</p>	 <p><b>5 GENDER EQUALITY</b></p> <p>• Ingredients</p> <p>• Diversity and Inclusion</p>	 <p><b>7 AFFORDABLE AND CLEAN ENERGY</b></p> <p>• Environmental</p>	 <p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p> <p>• Environmental</p>	 <p><b>10 REDUCED INEQUALITIES</b></p> <p>• Social</p>
<b>MONDELEZ INTERNATIONAL 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  
General Counsel and Corporate Secretary,  
Mondelez International*

*"Our approach to Snacking Made Right, alongside our long-term strategy – represented by the four pillars of growth, execution, culture and sustainability – helps us drive innovative, sustainable shareholder value. In other words, our vision to lead the future of sustainable snacking and to have a lasting impact on people and communities is closely aligned with our corporate priorities."*

Amid increasing macroeconomic and geopolitical uncertainty, it remains crucial for our team at Mondelez International to ensure our execution aligns with our continued mission to lead the future of snacking.

Events in recent years—from the COVID-19 pandemic, war in Ukraine and conflict in the Middle East to an increase in natural disasters, a polarizing political climate, and rising inflation—have highlighted our increasingly complex and uncertain world. Amid this backdrop, our ESG priorities are based on a strategically focused long-term approach, our Snacking Made Right framework, and designed to deliver on our mission: to lead the future of snacking by offering the right snack, for the right moment, made the right way.

Our approach to Snacking Made Right, alongside our long-term growth strategy – represented by the four pillars of growth, execution, culture and sustainability – helps us drive innovative, sustainable business growth. In other words, our vision to lead the future of sustainable snacking and to have a lasting impact on people and communities is closely aligned with our corporate priorities.

Throughout this report, we have aimed to shed a light on some of the most important actions we have taken—from combating climate change through science-based targets and our signature Cocoa Life sourcing program to the advances we are making in encouraging our consumers to snack more mindfully, championing DE&I and prioritizing collaboration to deliver progress against our long-term goals.

Importantly, our comprehensive governance structure provides strong oversight of our sustainability efforts. To keep us on track, our Board of Directors and key Board committees provide robust risk oversight of our enterprise ESG strategy and the action plans, programs and roadmaps to help deliver progress across our environmental and social areas of focus.

In addition to our commitment to keep increasing our positive impact, we also aim to keep enhancing our reporting to build trust with and ensure accountability to our stakeholders. Receiving validation from SBTi for our net-zero carbon emissions roadmap and reduction plan is an important example of this commitment in action.

We are committed to not only remaining focused on making progress set by our purpose but also to encouraging everyone to join us in this snacking made right journey.

**Laura Stein**

*EVP, Corporate & Legal Affairs  
General Counsel and Corporate Secretary,  
Mondelez International*



# ABOUT THIS REPORT

We hope you enjoyed the Snacking Made Right Report. We aimed 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.

## ABOUT THIS REPORT

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.

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

Information about our 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, (iv) excludes Venezuela, and (v) excludes developed-market gum brands, which were divested as of October 1, 2023, in the United States, Canada and Europe. 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. Estimation is used in the reporting of some ESG data points, e.g., external manufacturing. The development of ESG reporting requires the use of estimates, judgments and assumptions that may affect the reported figures at the date of publication during the reporting period. 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. The Company's goals are aspirational in nature. 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.

# ABOUT OUR ESG GOALS

		OUR AIM	Endnotes
Snacking More Mindfully		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 <sup>(1)</sup>	(1) This goal and reported information for the period from January 1, 2023 to December 31, 2023 measures the percentage of net revenue that comes from products that are either individually wrapped mindful portion units (≤200 calories) or have a mindful portion label/information per stock keeping unit, and includes any products with verified product specifications within biscuits and baked snacks, chocolate, and candy categories, 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.
Sustainable Snacking	Ingredients	100% cocoa volume for chocolate brands sourced through Cocoa Life by 2025 <sup>(2)</sup>	(2) 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. Reported information for the period from January 1, 2023 to December 31, 2023 includes volumes from cocoa producing countries Brazil, Côte d'Ivoire, Dominican Republic, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years). Excludes markets where Mondelez International does not sell chocolate brands. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the <a href="#">ESG Datasheet</a> .
		Maintain 100% palm oil volume Roundtable on Sustainable Palm Oil (RSPO) certified <sup>(3)</sup>	(3) Excludes palm oil procured by third-party external manufacturers & co-packers for use in manufacturing Mondelez International finished goods.
		100% cage free eggs globally by 2025 (excluding Russia, Ukraine & Vietnam) <sup>(4)(37)</sup>	(4) Goal and reported information excludes Russia, Ukraine and Vietnam. Russia and Ukraine to be determined, Vietnam by 2030. Cage-free egg goals exclude 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).  (37) This goal has been updated; for more details see the <a href="#">Dairy</a> section.
		Dairy supply sourced from suppliers with formal animal welfare standards <sup>(5)</sup>	(5) Excludes materials procured by third-party external manufacturers & co-packers for use in manufacturing Mondelez International finished goods.
		100% wheat volume needed for Europe business biscuits production grown under the Harmony charter by 2022 <sup>(6)</sup>	(6) Goal and reported information for wheat volume sourced under Harmony is partially based on a mass balance approach, which means that, for a portion of our wheat flour volume needed to produce products under our biscuit brands in Europe, the equivalent volume of wheat needed for that portion is grown under the Harmony program.
		Environment	35% end-to-end CO <sub>2</sub> e emissions reduction by 2030 (vs. 2018) <sup>(7)(38)</sup>
10% CO <sub>2</sub> e emissions reductions across our manufacturing operations by 2025 (vs. 2018) <sup>(8)</sup>	(8) Please see the <a href="#">Carbon Accounting Manual</a> for conversion factors applied. Reported information excludes developed-market gum brands, which were divested as of October 1, 2023 (which differs from previous years). We have recalculated our base year 2018 (where applicable) and most recent years 2021, 2022 and 2023 for year-over-year comparison. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the <a href="#">ESG Datasheet</a> . Once completed, SGS verification can be found in our <a href="#">ESG Reporting &amp; Disclosure Reporting Archive</a> .		

		OUR AIM	Endnotes
Sustainable Snacking	Environment	10% absolute water usage reduction in priority sites by 2025 (vs. 2018) <sup>(9)</sup>	(9) 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. Reported information excludes developed-market gum brands, which were divested as of October 1, 2023 (which differs from previous years). We have recalculated our base year 2018 (where applicable) and most recent years 2021, 2022 and 2023 for year-over-year comparison. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the <a href="#">ESG Datasheet</a> . Once completed, SGS verification can be found in our <a href="#">ESG Reporting &amp; Disclosure Reporting Archive</a> .
		15% food waste reduction in internal manufacturing sites by 2025 (vs. 2018) <sup>(10)</sup>	(10) Reported information excludes developed-market gum brands, which were divested as of October 1, 2023 (which differs from previous years). We have recalculated our base year 2018 (where applicable) and most recent years 2021, 2022 and 2023 for year-over-year comparison. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the <a href="#">ESG Datasheet</a> . Once completed, SGS verification can be found in our <a href="#">ESG Reporting &amp; Disclosure Reporting Archive</a> .
		50% food waste reduction from distribution by 2025 (vs. 2018)	
	Packaging	Approximately 98% or more of our packaging designed to be recyclable by 2025 <sup>(11)(39)</sup>	(11) Reported information covers the period from November 1, 2022 through October 31, 2023. (39) This goal has been updated; for more details see the <a href="#">Sustainable Packaging</a> section.
		5% reduction in virgin plastic by 2025 (vs. 2020) <sup>(11)</sup>	(11) Reported information covers the period from November 1, 2022 through October 31, 2023.
		25% reduction in rigid virgin plastic by 2025 (vs. 2020) <sup>(11)</sup>	(11) Reported information covers the period from November 1, 2022 through October 31, 2023.
	5% recycled plastic content by 2025 <sup>(11)</sup>	(11) Reported information covers the period from November 1, 2022 through October 31, 2023.	
Colleague & Community	Social	100% manufacturing sites completed SMETA audit within the past 3 years <sup>(12)</sup>	(12) Excludes closed manufacturing sites. Reported information includes our manufacturing sites for developed market gum brands that were divested as of October 1, 2023.
		100% prioritized supplier sites completed SMETA audit in past 3 years <sup>(13)</sup>	(13) 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. Registration and Mondelez International visibility to applicable supplier sites on Sedex is the responsibility of and provided by suppliers.
		Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 <sup>(14)</sup>	(14) Reported information for the period from January 1, 2023 to December 31, 2023 includes a Cocoa Life community in Ghana, Côte d'Ivoire, or Nigeria as covered by CLMRS if one or more household(s) in the community were visited and interviewed to identify children, if any, in or at risk of child labor, at least once over the last 2 years (January 1, 2022 through December 31, 2023), even if any appropriate remediation and post-remediation follow-up has not yet occurred. CLMRS data is collected and provided to MDLZ by third parties. An independent, third-party assurance process is underway, and any subsequent findings may result in changes to reported information if the underlying criteria, estimates, or available evidence change, as we continue to enhance our processes. Any updates, if needed, will be included in the <a href="#">ESG Datasheet</a> .
	DE&I	Double U.S. Black representation in management by 2024 (2020 base of 3.2%) <sup>(15)</sup>	(15) 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. Reported information for 2023 excludes employees from the total population who did not self-identify (which were included in prior years and would result in a difference of 0.1pp in the 2020 base).
		Double representation of women in executive leadership (defined as Mondelez Leadership Team +1) roles by 2024 (2018 base of 18%) <sup>(16)</sup>	(16) 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. Reported information for 2023 excludes employees from the total population who did not self-identify (which were included in prior year). Mondelez Leadership Team +1 comprises of CEO, Executive Positions directly reporting to the CEO, and positions reporting to these Executives.
		Spend \$1 billion with minority and women owned businesses by 2024 <sup>(17)</sup>	(17) Reported information from January 1, 2023 to December 31, 2023 includes the following acquisitions: Chipita, Enjoy Life Foods, Give & Go, Perfect Foods, Tates, and EPTA America-7 Days. Also includes Clif (which was not included in prior years). Reported information includes businesses that are majority owned and controlled by women, racial/ethnic minorities, LGBTQ+ individuals, individuals with disabilities, and veterans.
Workplace Safety	Severity and Total Accident Rate (TAR): Continued focus to reduce Severity 1 safety incidents to zero		

# ENDNOTES

- (1) This goal and reported information for the period from January 1, 2023 to December 31, 2023 measures the percentage of net revenue that comes from products that are either individually wrapped mindful portion units (≤200 calories) or have a mindful portion label/information per stock keeping unit, and includes any products with verified product specifications within biscuits and baked snacks, chocolate, and candy categories, 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.
- (2) 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. Reported information for the period from January 1, 2023 to December 31, 2023 includes volumes from cocoa producing countries Brazil, Côte d'Ivoire, Dominican Republic, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years). Excludes markets where Mondelez International does not sell chocolate brands. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the [ESG Datasheet](#).
- (3) Excludes palm oil procured by third-party external manufacturers & co-packers for use in manufacturing Mondelez International finished goods.
- (4) Goal and reported information excludes Russia, Ukraine and Vietnam. Russia and Ukraine to be determined, Vietnam by 2030. Cage-free egg goals exclude 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).
- (5) Excludes materials procured by third-party external manufacturers & co-packers for use in manufacturing Mondelez International finished goods.
- (6) Goal and reported information for wheat volume sourced under Harmony is partially based on a mass balance approach, which means that, for a portion of our wheat flour volume needed to produce products under our biscuit brands in Europe, the equivalent volume of wheat needed for that portion is grown under the Harmony program.
- (7) Reported information following Science Based Targets initiative (SBTi) guidelines for near-term 2030 target excludes Capital Goods, Upstream Transportation and Distribution of Raw Materials, Business Travel Accommodation, Employee Commuting, Downstream Transportation at Customer, Consumer Use of Sold Products and End of Life Treatment. The long-term 2050 target excludes these same categories, except for Capital Goods, Upstream Transportation and Distribution of Raw Materials and Employee Commuting. The footprint includes all acquisitions and divestitures to date except for Chipita and Ricolino (subject to future data integration).
- In the reporting year 2023, our annual GHG emissions were accounted following the GHG Protocol Corporate Standards and using the operational control approach. We have recalculated our base year 2018 and most recent years 2022 and 2023 inventory following the GHG Protocol Corporate Standards. For more details, please see the [Carbon Accounting Manual](#). Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the [ESG Datasheet](#). Once completed, SGS verification can be found in our [ESG Reporting & Disclosure Reporting Archive](#).
- (8) Please see the [Carbon Accounting Manual](#) for conversion factors applied. Reported information excludes developed-market gum brands, which were divested as of October 1, 2023 (which differs from previous years). We have recalculated our base year 2018 (where applicable) and most recent years 2021, 2022 and 2023 for year-over-year comparison. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the [ESG Datasheet](#). Once completed, SGS verification can be found in our [ESG Reporting & Disclosure Reporting Archive](#).
- (9) 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. Reported information excludes developed-market gum brands, which were divested as of October 1, 2023 (which differs from previous years). We have recalculated our base year 2018 (where applicable) and most recent years 2021, 2022 and 2023 for year-over-year comparison. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the [ESG Datasheet](#). Once completed, SGS verification can be found in our [ESG Reporting & Disclosure Reporting Archive](#).
- (10) Reported information excludes developed-market gum brands, which were divested as of October 1, 2023 (which differs from previous years). We have recalculated our base year 2018 (where applicable) and most recent years 2021, 2022 and 2023 for year-over-year comparison. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the [ESG Datasheet](#). Once completed, SGS verification can be found in our [ESG Reporting & Disclosure Reporting Archive](#).
- (11) Reported information covers the period from November 1, 2022 through October 31, 2023.
- (12) Excludes closed manufacturing sites. Reported information includes our manufacturing sites for developed market gum brands that were divested as of October 1, 2023.
- (13) 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. Registration and Mondelez International visibility to applicable supplier sites on Sedex is the responsibility of and provided by suppliers.
- (14) Reported information for the period from January 1, 2023 to December 31, 2023 includes a Cocoa Life community in Ghana, Côte d'Ivoire, or Nigeria as covered by CLMRS if one or more household(s) in the community were visited and interviewed to identify children, if any, in or at risk of child labor, at least once over the last 2 years (January 1, 2022 through December 31, 2023), even if any appropriate remediation and post-remediation follow-up has not yet occurred. CLMRS data is collected and provided to MDLZ by third parties. An independent, third-party assurance process is underway, and any subsequent findings may result in changes to reported information if the underlying criteria, estimates, or available evidence change, as we continue to enhance our processes. Any updates, if needed, will be included in the [ESG Datasheet](#).
- (15) 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. Reported information for 2023 excludes employees from the total population who did not self-identify (which were included in prior years and would result in a difference of 0.1pp in the 2020 base).
- (16) 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. Reported information for 2023 excludes employees from the total population who did not self-identify (which were included in prior year). Mondelez Leadership Team +1 comprises of CEO, Executive Positions directly reporting to the CEO, and positions reporting to these Executives.
- (17) Reported information from January 1, 2023 to December 31, 2023 includes the following acquisitions: Chipita, Enjoy Life Foods, Give & Go, Perfect Foods, Tates, and EPTA America-7 Days. Also includes Clif (which was not included in prior years). Reported information includes businesses that are majority owned and controlled by women, racial/ethnic minorities, LGBTQ+ individuals, individuals with disabilities, and veterans.
- (18) Reported information includes wholly owned and majority owned subsidiaries, except our Venezuelan subsidiaries that were deconsolidated in 2015. Source: Euromonitor 2023.
- (19) Reported information includes any products with verified product specifications within biscuits and baked snacks category, and does not include semi-final products not sold to consumers, bulk products for wholesale, licensing/royalty revenue and private label products. 3g per 100g is a minimum recommended requirement as defined in [Codex Alimentarius Guidelines for Use of Nutrition and Health Claims](#).
- (20) Reported information includes any products with verified product specifications within biscuits and baked snacks category, and does not include semi-final products not sold to consumers, bulk products for wholesale, licensing/royalty revenue and private label products. Serving definition aligned to the [Whole Grains Council](#) where 1 serving of whole grain equals 16 grams of whole grain.



- (21) Our new near-term goal aligns with the latest standards and guidelines including the SBTi Net-Zero Standard and the SBTi FLAG (Forest, Land and Agriculture) Guidance by setting near-term targets in line with limiting warming to 1.5°C.
- (22) Reported information excludes developed-market gum brands, which were divested as of October 1, 2023 (which differs from previous years). We have recalculated our base year 2018 (where applicable) and most recent years 2021, 2022 and 2023 for year-over-year comparison. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the [ESG Datasheet](#). Once completed, SGS verification can be found in our [ESG Reporting & Disclosure Reporting Archive](#).
- (23) Reported information covers the period from November 1, 2022 through October 31, 2023 and is based on the number of paper mills and convertors site that are third-party certified. Excludes external manufacturing.
- (24) Reported information for the period from January 1, 2023 to December 31, 2023 covers Brazil, Cameroon, Côte d'Ivoire, Dominican Republic, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years). This data is provided by third parties. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the [ESG Datasheet](#).
- (25) Reported information for the period from January 1, 2023 to December 31, 2023 covers Brazil, Cameroon, Côte d'Ivoire, Dominican Republic, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years).
- (26) Reported information for the period from January 1, 2023 to December 31, 2023 for West Africa includes Côte d'Ivoire, Nigeria and Ghana.
- (27) 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.
- (28) Source: Food and Agriculture Organization of the United Nations, Why bees matter, May 2018.
- (29) Four out of the eleven Director nominees for the 2024 Annual Meeting of Shareholders are women (See [Notice of 2024 Annual Meeting of Shareholders and Annual Proxy Statement](#)).
- (30) Reported information includes acquisitions/ventures globally announced in 2021 or earlier and is based on self-identification by employees for diversity and inclusion metrics.
- (31) Reported information 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.
- (32) Reported information for early career programs in the U.S. includes acquisitions/ventures in the U.S. announced in 2021 or earlier.
- (33) 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.
- (34) Reported information for Brazil Black management representation includes acquisitions/ventures, 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.
- (35) Total Recordable Accidents include first aid cases.
- (36) This chart reflects the slate of eleven Director nominees for the 2024 Annual Meeting of Shareholders (See [Notice of 2024 Annual Meeting of Shareholders and Annual Proxy Statement](#)).
- (37) This goal has been updated; for more details see the [Dairy](#) section.
- (38) This goal has been updated; for more details see the [Action Towards Net Zero](#) section.
- (39) This goal has been updated; for more details see the [Sustainable Packaging](#) section.
- (40) Carbon neutrality is 3rd party verified and includes carbon offsets. Carbon offsets are excluded from the corporate end to end CO2e footprint inline with the Greenhouse Gas Protocol Standard.
- (41) Reported information for the period from January 1, 2023 to December 31, 2023 covers Brazil, Cameroon, Côte d'Ivoire, Dominican Republic, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years). Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the [ESG Datasheet](#).

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## **FORWARD-LOOKING STATEMENTS**

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