

# Our ESG progress



We are committed to regularly and transparently reporting our progress.

We track adoption of standards such as those published by the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD), and we disclose alignment indexes to SASB and TCFD on our website. We will continue to consider shareholder feedback as we align our sustainability reporting with evolving standards.















**Category Key:**

-  Environmental
-  Social
-  Governance














## Snacking Mindfully

2025 Goals	2021 Performance	Progress	ESG
Snack Mindfully portion icon on all packs by 2025	18%	On track <sup>1</sup>	
20% snacks net revenue from portion control snacks by 2025	17%	On track	

## Colleague & Community Well-being

<b>Child Labor:</b> Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025	61%	On track	 
<b>Human Rights:</b> 100% manufacturing sites completed SMETA audit within the past 3 years	38%	In progress	 
<b>Human Rights:</b> 100% prioritized supplier sites completed SMETA audit within the past year	49%	In progress <sup>2</sup>	 
<b>DE&amp;I:</b> Double U.S. Black representation in management by 2024 (2020 base of 3.2%)	5%	On track	 
<b>DE&amp;I:</b> Double representation of women in executive leadership (defined as MLT+1) roles by 2024 (2018 base of 18%)	39%	Exceeded	 
<b>EISD:</b> Spend \$1 billion annually with minority- and women-owned businesses by 2024	\$329.3M	In progress <sup>3</sup>	 
<b>Severity and Total Accident Rate (TAR):</b> Continued focus to reduce severity 1 safety incidents to zero	-21%	On track	
<b>Employee:</b> By 2022, continue to advance mental and physical well-being (100% of colleagues have access to Employee Assistance Programs)	100%	Achieved	

## Sustainable Snacking

<b>Cocoa:</b> 100% cocoa volume for chocolate brands sourced through Cocoa Life by 2025	75%	On track	
<b>Wheat:</b> 100% wheat volume needed for Europe business unit biscuits production grown under Harmony charter by 2022	91%	On track	
<b>Palm Oil:</b> Maintain 100% Palm Oil volume Roundtable on Sustainable Palm Oil (RSPO) certified palm oil	100%	Achieved	
<b>Eggs:</b> 100% cage free eggs globally by 2025 excl. Russia & Ukraine (Russia to be determined & Ukraine by 2027)	39%	On track	
<b>Dairy:</b> Majority of dairy materials purchased from suppliers operating under animal welfare schemes	74%	On track	
<b>GHG emissions:</b> 10% end-to-end CO <sub>2</sub> e emissions reductions by 2025 (vs. 2018)	In progress	In progress <sup>4</sup>	
<b>Water:</b> 10% absolute water usage reduction in priority sites by 2025 (vs. 2018)	-6.4%	On track	
<b>Waste:</b> 50% reduction in food waste from distribution by 2025 (vs 2018)	-65%	Exceeded	
<b>Waste:</b> 15% food waste reduction in internal manufacturing sites by 2025 (vs. 2018)	-28%	Exceeded	
<b>Less Packaging:</b> 5% recycled plastic content by 2025	0.5%	On track	
<b>Less Packaging:</b> 5% reduction in virgin plastic by 2025	+4%	In progress <sup>5</sup>	
<b>Less Packaging:</b> 25% reduction in rigid virgin plastic by 2025	-4%	On track <sup>5</sup>	
<b>Better Packaging:</b> 100% packaging designed to be recyclable by 2025	95%	On track <sup>5</sup>	

1 In March 2021 the SKU baseline definition changed from a fixed # of SKUs to a real time # of SKUs in MDLZ specification System (PLM).

2 Between 2018 and 2020 our SMETA program covered almost 100% of our direct spend (raw materials, packaging and external manufacturing) and all our highest priority suppliers were audited. In 2021, we started a new auditing cycle, using Sedex's Radar risk assessment tool to prioritize suppliers.

3 Based on invoices/accrued spend

4 As part of joining SBTi Business Ambition for 1.5°C, we are currently re-calculating our Scope 3 footprint to capture and reflect the impact of our ongoing mitigation strategies.

5 Indicator covers Nov20 to Oct'21 period