



TOGETHER *at the* TABLE

KraftHeinz | 2024 ESG Report



FORWARD-LOOKING STATEMENTS

This Report contains forward-looking statements as defined under U.S. federal securities laws, including, but not limited to, statements, estimates, and projections relating to our business and long-term strategy; our ESG strategy; our ambitions, goals, targets, and commitments; the sourcing of raw materials; our activities, efforts, initiatives, and programs, and our investments in the same; and projected or expected timing, results, achievement, and impacts. Forward-looking statements generally can be identified by words such as "aim," "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "may," "plan," "project," "should," "strive," "target," "will," and variations of such words and similar future or conditional expressions. These statements are based on management's beliefs, expectations, estimates, and projections at the time they are made and are not guarantees of future performance. Such statements are subject to a number of risks and uncertainties, many of which are difficult to predict and beyond our control, which could cause actual results to differ materially from those indicated in the forward-looking statements. Those factors include, but are not limited to, decreased agricultural productivity; changes in consumer or customer preferences or demand for food products; economic and political conditions in the United States and other places where we do business or source raw materials (including inflationary pressures); climate change, legal or regulatory responses thereto, and our compliance with such laws; our dependence on technology and the reliability of such technology, including the pace of changes in technology and potential damage to or interruptions in technology; costs of resources and raw materials; adverse weather conditions and natural disasters; our ability to successfully execute our strategic initiatives; our ability to realize the anticipated benefits of alliances, joint ventures, investments, or partnerships; our compliance with laws and regulations and related legal claims or regulatory enforcement actions; labor strikes; changes in our management team or other key personnel and our ability to attract, hire, and retain qualified personnel; and our future financial and operating performance within and relative to our industry, as well as the other risks found in this report and the risk factors set forth in Kraft Heinz's filings with the U.S. Securities and Exchange Commission, including our most recently filed Annual Report on Form 10-K and subsequent reports on Forms 10-Q and 8-K. We disclaim and do not undertake any obligation to update, revise, or withdraw any forward-looking statement in this report, except as required by applicable law or regulation, and make no representation, express or implied, that the information is still accurate or complete.





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This ESG report was amended in July 2025 to update a numerical value in the appendix (on page 79) to ensure consistency with prior year presentation. The amendment does not affect any other information or conclusions presented in the report.



ABOUT THIS REPORT

This 2024 Environmental Social Governance Report (“Report”) is the sixth Environmental Social Governance (ESG) report issued by The Kraft Heinz Company (“Kraft Heinz” or the “Company”). This Report reflects our commitment to transparency and provides details on our ESG progress in the calendar year ending December 31, 2023. Topics included in this report are based on our most significant ESG issues which are reviewed and updated based on our ESG Materiality Assessment.

This Report does not include details on our financial performance. Details on our financial performance can be found in our public filings with the U.S. Securities and Exchange Commission (“SEC”) and on our investor relations website at ir.kraftheinzcompany.com. Materiality as used in this report, sometimes referenced as “ESG materiality,” and our ESG materiality review process are intended to reflect priority ESG issues and do not have the same meaning as materiality under U.S. securities laws, in our filings with the SEC, or under similar laws in other jurisdictions. Issues deemed material for purposes of this Report and for purposes of determining our ESG strategies may not be considered material for other purposes, including our SEC or other reporting.

Unless otherwise noted, Kraft Heinz generally utilizes an operational control approach, and this Report covers initiatives and performance metrics associated with our global operations. Kraft Heinz anticipates issuing an ESG Report annually.

We have utilized the **United Nations Sustainable Development Goals** (SDGs) as a guiding framework in the development of our ESG initiatives. This Report also serves as our Communication on Progress as a signatory to the **United Nations Global Compact** and **CEO Water Mandate**.

Kraft Heinz supports the SDGs, which represent a universal call to action to end poverty, protect the planet, and ensure prosperity for all. As such, we considered the SDGs when developing Kraft Heinz’s global ESG strategy and goals. The global ESG strategy of Kraft Heinz supports all 17 SDGs in varying degrees.

This Report was prepared with reference to the Global Reporting Initiative (GRI) Sustainability Standard. We have also aligned this Report to the general principles of the Sustainability Accounting Standards Board (SASB) for food and beverage companies, as well as the Task Force on Climate-related Financial Disclosure (TCFD). Separate downloads of our ‘GRI,’ ‘SASB,’ and ‘TCFD’ disclosures are available on our website at www.KraftHeinzCompany.com/ESG.

Kraft Heinz engaged with Bureau Veritas to provide limited assurance in relation to specific 2023 environmental data. Details on our assurance activities are available in the appendix of this Report and on our website at www.KraftHeinzCompany.com/ESG.

We welcome feedback on our ESG strategy and goals. To share questions or comments, please contact ESG@KraftHeinz.com.



A LETTER FROM THE CEO

At Kraft Heinz, our Company Dream is *To be the leader in elevating and creating food that makes you feel good*. It's the North Star that points our way forward. We believe in making food that nurtures your body and warms your SOUL. Food that's good for your HEALTH, and good for our PLANET. Food that delivers good VALUE, with QUALITY you feel good about serving to the people you love.

On behalf of our 36,000 global employees, I welcome you to our 2024 Environmental Social Governance (ESG) Report. We share it to update you on the progress we are making toward our ESG goals, working *Together at the Table* with our stakeholders to help solve some of the most pressing issues facing our industry – and our world.

We center our enterprise-wide ESG efforts around three Pillars: *Healthy Living & Community Support, Environmental Stewardship, and Responsible Sourcing*. ESG initiatives are integrated into our long-term business strategy, whether we are sustainably sourcing tomatoes for our beloved Heinz Tomato Ketchup, supporting the communities where we work and live, improving product health and nutrition, or procuring electricity from renewable sources. Our efforts focus on the priority areas and issues where we believe we can make the most impact on the planet, business, and brands.

As we have highlighted in our past ESG Reports, partnerships are essential to achieving our ESG goals. For example, in 2023 we hosted our first-ever supplier webinar to share our ESG strategy and Net Zero ambition and set the foundations for a future Supplier Sustainability Engagement program. We also announced a new goal to reduce the use of virgin plastic in our global portfolio by 20 percent by 2030 – something only possible through collaboration with our packaging partners. And one of our most vibrant long-term partnerships is with Rise Against Hunger, as we work together to alleviate global hunger. In 2023, we provided approximately 368 million meals to people in need, achieving 90 percent of our goal to provide 1.5 billion meals to people in need by 2025.

As we look ahead, what will drive our ESG agenda is our Company's new 10-Year Strategy (10YS). It is guiding our path forward, as well as our strategic platforms, markets, and investments.

The timeline for the majority of our current ESG commitments is 2025. To align our ESG commitments with our business strategy, we will evaluate our current progress and future goals through the lens of our 10YS with a focus on topics that we can directly influence and that are important to business resilience.

Like many of our peers, as we near the midpoint of the decade, we are more aware of the challenges of delivering our ambitious ESG goals. At Kraft Heinz, we are working diligently to address our biggest challenges and making substantial improvements as we press toward our ESG goals. That's what a spirit of Ownership is all about.

We've learned a lot over the past five years and commit to continuing to learn and improve. It's all about setting the table for the future – one that is more delicious and sustainable for us all. As we look to the future, we aim to continue to build a robust, improved ESG agenda centered around strategic commitments and focused delivery to drive both ESG performance and stockholder value.



Carlos Abrams-Rivera
Chief Executive Officer and Member of the Board of Directors
The Kraft Heinz Company



KraftHeinz

A GLOBAL FOODS POWERHOUSE



One of the largest food and beverage companies in the world



40
countries with
Kraft Heinz employees
(2023)



\$27B
in net sales
(2023)



Unparalleled portfolio of iconic and new brands in retail and foodservice channels



~368M
meals donated to combat food insecurity globally with partners
(2023)

Formed in 2015 through the merger of Kraft Foods Group, Inc. and H.J. Heinz Holding Corporation, The Kraft Heinz Company is a globally trusted producer of high quality, great tasting, and nutritious food and beverages. Kraft Heinz is co-headquartered in Chicago and Pittsburgh. At the end of the 2023 fiscal year, Kraft Heinz operated 75 manufacturing and processing facilities and had approximately 36,000 employees around the world.

 KraftHeinz

OUR PURPOSE, DREAM, & VALUES



OUR PURPOSE

To be the leader in elevating
and creating food that makes
you feel good.

OUR DREAM

We are
consumer
obsessed.

We dare
to do better
every day.

We
champion
great
people.

We
demand
diversity.

We do
the right
thing.

We
own it.

OUR VALUES



KraftHeinz

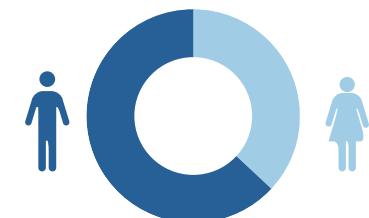
~36,000* EMPLOYEES WORLDWIDE

Our Dream and Values invite every employee to play an active role in our Company's journey. We embrace diversity, equity, inclusion, and belonging, and we strive to be the best in everything we do, including corporate citizenship. We strive to make positive impacts in our communities and the environment, improving our collective world and being transparent about our challenges and progress.



Global Employees by Type

Full Time	99%
Part Time	1%



Global Employees by Gender

Women	37%
Men.....	62%
Nonbinary	< 1%
Not Disclosed.....	< 1%

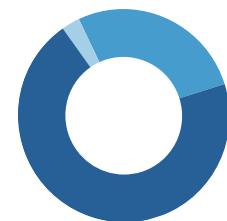
Global Women in Management Roles

Total.....	43%
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* Note that Kraft Heinz has additional temporary, seasonal and student workers in addition to regular full-time employees.

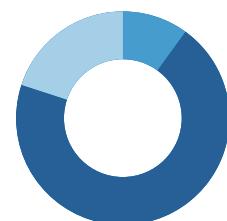
** Includes salaried employees only.

Data on this page is as of December 31, 2023. Full details and footnotes to all metrics are available on pages 80-81.



Employees by Race/Ethnicity (White Collar)**

People of Color in the U.S.	29%
White in the U.S.	68%
Not Disclosed in the U.S.	3%
Ethnic Minorities in the U.K.	14%
Pretos e Pardos (Black & Two or More Races) in Brazil	34%



Executive Leadership Team

African American or Black	11%
Hispanic or Latino	70%
White	20%
Asian	0%
Women	33%
Men	67%



ESG GOVERNANCE

Our ESG governance starts with Board oversight of our ESG strategy, risks, goals, policies, practices, and disclosures, as set forth in our Corporate Governance Guidelines.

The Board believes the full Board's responsibility for consideration and oversight of critical ESG issues enhances our sustainability efforts, which are an integral component of our enterprise strategy. To fulfill its oversight responsibilities, the Board receives regular updates on priority ESG issues from our Chief Procurement and Sustainability Officer, as well as other team leaders throughout the business, which cover topics related to policy and program development, actions taken to protect the Company from the negative impacts of climate change on our operations and value chain, and progress toward achieving our ESG goals.

We pursue our ESG goals through a cross-functional approach across the Company and throughout our value chain, centered on continuous improvement. Our ESG governance structure is designed to enable us to live our Dream and Values and embed ESG throughout the Company.

Please visit ir.KraftHeinzCompany.com/corporate-governance and see our [Proxy Statement](#) filed with the U.S. Securities and Exchange Commission on March 22, 2024 to learn more about our Company's corporate governance structure and leadership. We are also proud to disclose certain ESG progress and achievements in our proxy statements. Kraft Heinz has also increasingly integrated and disclosed environmental related data that feeds into various reporting frameworks, such as the S&P Global's Corporate Sustainability Assessment (CSA) and CDP (Climate, Water and Forest questionnaires).

Board of Directors

Oversees our ESG strategy, risks, goals, policies, practices, and disclosures and engages regularly with management regarding our ESG efforts, including reviewing significant policies, processes, and commitments at least annually. Topics include, but are not limited to animal welfare, climate changes, environment, nutrition and social issues. A list of our Board of Directors skills and expertise, including skills related to sustainability, are provided in our Proxy Statement, which is available on our investor relations site at ir.kraftheinzcompany.com/proxy.

Chief Procurement and Sustainability Officer

Oversees global ESG strategy, reports to the CEO, collaborates with the ESG team to establish and lead plan implementation, and has an annual performance goal that tracks our ESG performance.

ESG Team

Directs the design, development, execution, and continuous improvement of our global ESG strategy, goals, and initiatives; engages with key stakeholders; and leads the ESG Steering Committee. Our ESG work is intentionally cross-functional, and we have embedded ESG principles and practices across our business and value chain. For 2023, we established ESG-related key performance indicators (KPIs) for nearly 800 executives and employees throughout the business.

Chief Executive Officer

Collaborates with members of the Executive Leadership Team on oversight and executional leadership on strategies and has an annual performance goal that tracks our ESG performance.

ESG Steering Committee

Collaborates with members of the Executive Leadership Team on oversight and executional leadership on strategies and has an annual performance goal that tracks our ESG performance.

ESG Steering Committee Subcommittees & Agile PODs

Provides high-touch engagement, tracks emergent issues, and drives collaboration, transparency, and continuous improvement towards ESG initiatives.



FOCUSING ON MATERIAL ESG ISSUES

ESG Materiality* and Stakeholder Engagement

To inform and continuously improve upon our ESG strategy, we engage a wide variety of stakeholders for input. Participating in an ongoing, two-way dialogue with our stakeholders strengthens our understanding of important environmental, social and governance issues, which helps us set associated priorities to make respective impacts.

Our global stakeholder network includes both the internal and external people and parties whose support is important to the long-term success of our business, and those who are materially impacted by our business operations. The table below lists these groups and summarizes our engagement activities with them.

STAKEHOLDERS								
Stockholders	Customers	Employees	NGOs	Industry Associations	Government/Regulatory	Consumers	Suppliers	Philanthropic Partners
TYPE OF ENGAGEMENT								
<ul style="list-style-type: none"> Annual Meeting of Stockholders Quarterly earnings presentations Regular meetings, both in-person and via phone 	<ul style="list-style-type: none"> Customer surveys Meetings with customer teams on ESG requirements 	<ul style="list-style-type: none"> Global employee engagement survey Global employee ESG survey Internal communications platforms Business Resource Groups 	<ul style="list-style-type: none"> Ongoing proactive and reactive engagement In-person meetings on select issues 	<ul style="list-style-type: none"> Industry engagement via meetings and conference calls on key issues Board participation 	<ul style="list-style-type: none"> Direct engagement with government officials on public policy issues Indirect advocacy through coalitions and trade groups Support of candidates for public office through The Kraft Heinz Political Action Committee 	<ul style="list-style-type: none"> Consumer call center Corporate and brand social media Consumer insights 	<ul style="list-style-type: none"> Supplier Guiding Principles Supplier surveys Supplier audits Meeting with select suppliers 	<ul style="list-style-type: none"> Donations Partner collaboration Participation on partner Boards
KEY SUBJECT AREAS DISCUSSED								
<ul style="list-style-type: none"> Governance Climate Change Sustainable sourcing Packaging sustainability Health and wellness Human Rights Operational and value chain impact on environment Transparency/external reporting Innovation 	<ul style="list-style-type: none"> Animal welfare Sustainable sourcing Operational impact on environment Community impact/food security Nutrition and health 	<ul style="list-style-type: none"> Climate change Sustainable sourcing Operational impact on environment Community impact/food security Nutrition and well-being Workplace health and safety Transparency 	<ul style="list-style-type: none"> Climate change Sustainable sourcing Water stewardship Operational impact on environment Animal welfare Packaging sustainability Human rights Nutrition and well-being Transparency 	<ul style="list-style-type: none"> Nutrition and well-being Packaging sustainability Animal welfare Food safety Sustainable and regenerative agriculture 	<ul style="list-style-type: none"> Tax Trade Nutrition and well-being Labeling Regulatory issues related to ESG 	<ul style="list-style-type: none"> Animal welfare Packaging sustainability Sustainable sourcing Operational impact on environment Nutrition and well-being Community impact/food security Transparency 	<ul style="list-style-type: none"> Climate Packaging sustainability Animal welfare Packaging sustainability Human rights Food safety Food waste Innovation 	<ul style="list-style-type: none"> Global hunger alleviation Community impact/food security Sustainable agriculture Food waste

* Materiality and its relevant definition as used in this report, sometimes referenced as “ESG materiality,” and our ESG materiality review process, is different than the definition used in the context of filings with the SEC. Issues deemed material for purposes of this Report and for purposes of determining our ESG strategies may not be considered material for SEC reporting purposes.

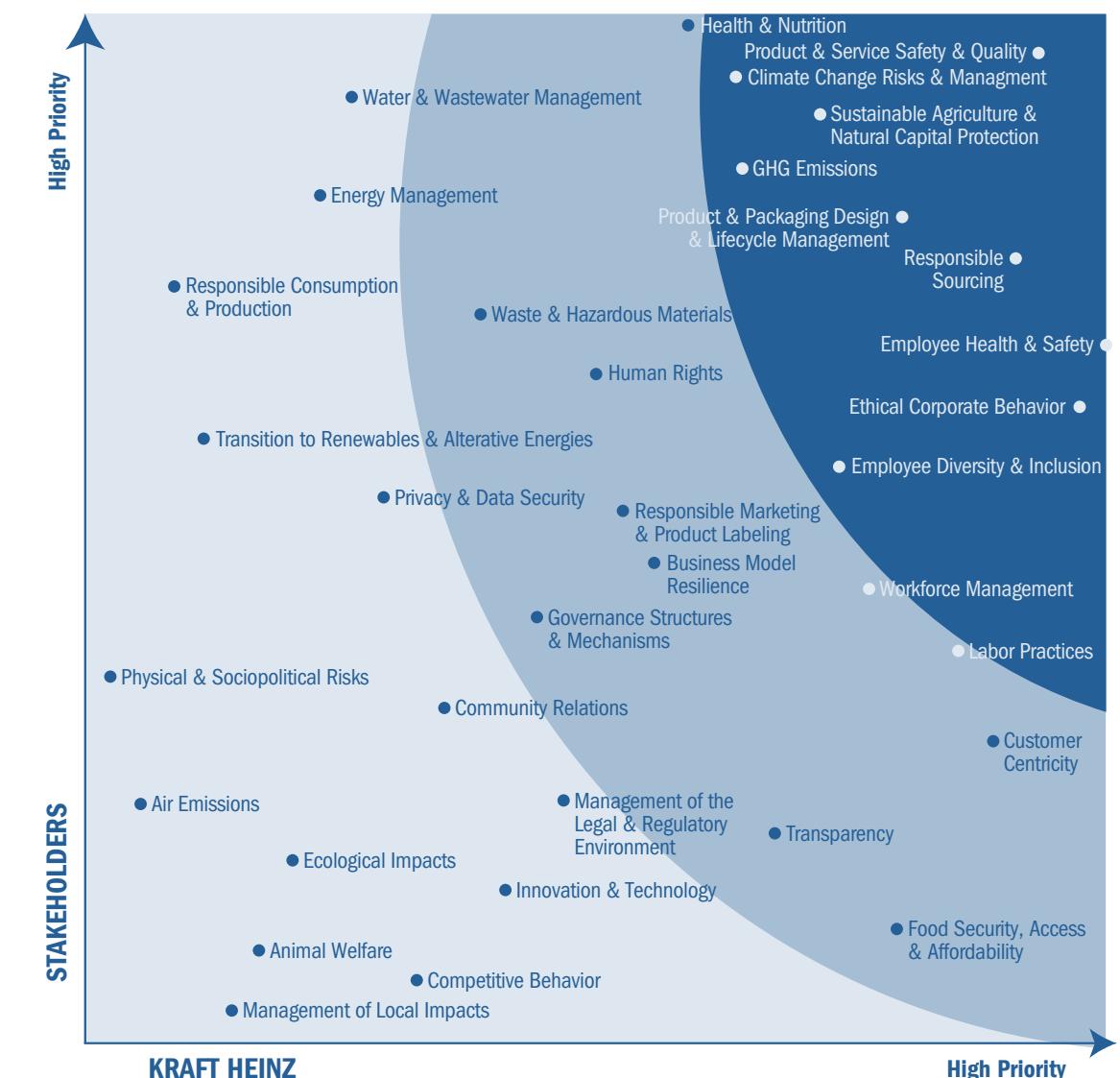


ESG Materiality Assessment

To inform our ESG strategy and goal-setting, Kraft Heinz conducts a comprehensive ESG materiality assessment every three to five years, with respective smaller interim updates as appropriate. This assessment allows us to identify and prioritize the environmental, social, and governance issues that are of greatest concern to our stakeholders and relevant to the success of our business. We reevaluate these results on an ongoing basis to reflect any substantial changes in standing on these priority issues and allow for the inclusion of new or emerging issues. We treat our ESG materiality matrix as a living assessment based on participant input. We continue to evaluate material ESG issues to our key stakeholders and the respective impact on our business operations across dynamic global markets. Material issues are monitored regularly by a variety of internal stakeholders including Kraft Heinz leadership, the ESG team and the ESG Steering Committee. We assess ESG materiality using Datamaran's cloud-based AI software platform. Datamaran's patented technology provides our ESG Steering Committee with real-time data analysis to identify and monitor new or emerging issues that may impact Kraft Heinz, including regular insight into our Company's unique strategic, regulatory, and reputational risks and opportunities. The assessment includes signals from across a variety of different sources, including corporate annual filings, mandatory regulations, voluntary policy initiatives, online news and media, as well as a cross-functional employee survey. Through this tech-enabled, dynamic, and data-driven approach, we have strengthened our strategy and governance process to meet the rise of stakeholder demands at Kraft Heinz.

Enterprise Risk Management

Kraft Heinz has an established, comprehensive approach to Enterprise Risk Management (ERM). Annually, senior management evaluates changes and required updates to the top enterprise risks. The ERM process covers a broad spectrum of risks across several dimensions: ESG, strategic, financial, operational, legal and regulatory, human capital, and hazard/catastrophic. Senior management prioritizes the risks and develops the Kraft Heinz risk profile, which is shared with the Audit Committee of the Board of Directors annually. Each risk owner provides regular updates to the Audit Committee of the Board of Directors.



ETHICS & COMPLIANCE

Employee Code of Conduct

The Kraft Heinz Company and our employees are expected to conduct business in an ethical manner, guided by our Vision, Values, and an unwavering commitment to integrity and transparency. All employees, officers, and directors are required to abide by the company's global Code of Conduct, which addresses each aspect of our business including anti-corruption, anti-competitive behavior, data protection, and human rights. The global Code of Conduct sets high standards for conducting business in a legal and ethical manner and serves as the foundation of our corporate policies and procedures. To encourage compliance with the global Code of Conduct, Kraft Heinz regularly provides training, communications, and guidance to our employees around the world. Further, employees are required to annually certify that they have read and will follow the global Code of Conduct. The document is available in 14 languages and can be accessed here: [Kraft Heinz Global Employee Code of Conduct](#).

Ethics and Compliance Training

To encourage compliance with the global Code of Conduct, Kraft Heinz regularly provides training, communications, and guidance to all salaried global employees. Employees are required to annually certify that they have read and will follow the Code of Conduct and complete compulsory trainings on issues such as anti-corruption, conflict of interest, dignity and respect, whistleblowing, IT security, and due diligence matters. All training is monitored and tracked by the Ethics and Compliance (E&C) team. To reinforce our commitment to our Value, *We do the right thing*, we designate critical E&C courses as Threshold Training and set their completion rate as an E&C bonus qualifier for all zones. This means that all zones must achieve at least 90 percent completion of all threshold training courses by the end of the year to reach their full bonus potential. If a zone does not meet or exceed their threshold training completion target, the total amount of bonus available for that Zone reduces by 10 percent.



Reporting a Concern

To help employees report potential misconduct, the Company provides several reporting methods, including through managers, Human Resources, Legal and the Ethics & Compliance team. In addition, we have a confidential Ethics & Compliance Helpline for reporting an ethics or compliance concern. The Helpline has multilingual staff available 24 hours a day. It is accessible globally by a toll-free phone call or online at [KraftHeinzEthics.com](#). We do not tolerate retaliation against an employee who reports potential misconduct in good faith.

Supplier Guiding Principles

Kraft Heinz has developed a set of Global Principles applicable to its supply chain partners referred to as the **Supplier Guiding Principles**. In 2021, Kraft Heinz launched our updated Supplier Guiding Principles in accordance with our commitment for improved efficacy and due diligence with our valued suppliers around sustainable business practices. The Supplier Guiding Principles apply to all suppliers (including external manufacturers), and we have plans to include joint venture partners in the near future.

Political Contributions and Lobbying Activity

As part of the Company's ongoing engagement in the communities where our employees live and work, we engage in the political process to help shape public policies that impact our business around the world. Our goal is to have issues that impact our value chain, including employees, suppliers, customers, consumers, and shareholders fairly represented at all levels of government. For more information on our political contributions and lobbying activity, please visit <https://www.KraftHeinzCompany.com/contributions.html>.

Kraft Heinz engages responsibly in the political process in the communities where our employees live and work. Our goal is to help public officials representing our people, products and manufacturing facilities understand the issues that impact our business. We adhere to the local laws and regulations governing interactions with government officials and participate in the political process through issue advocacy and political contributions. In North America, Kraft Heinz has put in place effective compliance procedures for, and oversight of, lobbying activities, corporate contributions and The Kraft Heinz Political Action Committee (Kraft Heinz PAC) expenditures. The **Kraft Heinz Code of Conduct** requires all employees to maintain honest, forthright, and transparent relationships with government officials.



Public Disclosure

Kraft Heinz believes that an important aspect of engaging in the political process is transparency and disclosure. Kraft Heinz files information as required by federal and state campaign finance and disclosure laws. The Kraft Heinz PAC reports its contributions to the Federal Election Commission (FEC), the details of which are publicly available on the FEC website. All Kraft Heinz PAC and Company political contributions since 2012 are listed on our [website](#). This includes contributions to ballot initiatives and 501(c) (4) organizations where funds may be utilized for political purposes. This information is updated semi-annually. In addition, Kraft Heinz partners with outside counsel to conduct an annual internal audit of all lobbying practices and reporting.

Lobbying Activity

Kraft Heinz prepares and files reports with the Secretary of the U.S. Senate and the Clerk of the U.S. House of Representatives quarterly, which detail lobbying activities and expenditures. These reports are available [here](#). The Company also files lobbying reports with many U.S. state and municipal governments as required by law. These reports are publicly available through the websites of the jurisdictions where they are filed.

Trade Association Membership

Kraft Heinz believes that trade association membership and participation provides a number of benefits to our business and employees, including the ability to remain engaged on relevant issues and as a forum for sharing ideas and information. The Company's involvement with trade associations does not include engaging in political activity. Kraft Heinz instructs trade associations that our dues must only be used on issues of importance to our business and none may be provided to support or oppose political candidates. You can find language sent to trade associations [here](#).

Center for Political Accountability

Kraft Heinz has proudly received a top tier score (87.1/100) on the "CPA-Zicklin Index," a rating developed by the Center for Political Accountability in conjunction with the Carol and Lawrence Zicklin Center for Business Ethics Research at The Wharton School, University of Pennsylvania. The full report can be found [here](#).



GOVERNANCE COMMITMENTS

ACCOUNTABILITY

We will continue to maintain ESG oversight with the Board of Directors. Our CEO, key leadership, and respective team members lead and support our ESG goals and have linked key performance metrics embedded.

COMMUNICATE TRANSPARENTLY AND AUTHENTICALLY

We will continue to publish annual, third-party verified ESG reports, aligned to industry-best reporting frameworks. We will report climate, forests, and water information on an annual basis to CDP and engage with stakeholders on material ESG issues.

MARKET OUR PRODUCTS RESPONSIBLY

We will continue to market and advertise our products in a responsible and suitable manner to all audiences.

PROMOTE WORKPLACE HEALTH AND SAFETY

We will continue to provide a healthy, safe, and secure workplace. We maintained our performance in safety Key Performance Indicators (KPIs) over last year, representing some of the best results among our food and beverage industry peers.

OPERATE ETHICALLY

We will continue to conduct business in an ethical manner and with an unwavering commitment to integrity and transparency.

PROMOTE DIVERSITY, EQUITY, INCLUSION, AND BELONGING

We will continue to demand and promote diversity, equity, inclusion, and belonging in all aspects of our Company.



ESG STRATEGY

In support of our Dream, *To be the leader in elevating and creating food that makes you feel good*, we are committed to responsible, sustainable practices extending to each facet of our business. The Kraft Heinz ESG strategy prioritizes the issues that matter most to the Company business and stakeholders, focusing on areas that have the greatest impact. It includes three key pillars: **Healthy Living & Community Support**, **Environmental Stewardship**, and **Responsible Sourcing**.

Our goal is to build value among our Company's broad set of stakeholders by incorporating socially responsible business practices within our own operations and across every stage of our supply chain. We're setting ambitious environmental goals, sourcing sustainably, improving the products we sell, and making impactful advancements in communities – all with a commitment to transparency and two-way dialogue. This continues to be our way forward.



HEALTHY LIVING & COMMUNITY SUPPORT

A key part of our corporate strategy is a commitment to people, to nutrition and health, and to making life delicious all at once. Some of the actions we are taking to support this commitment include ongoing improvements to the nutrition of our product portfolio, transparent and responsible marketing and communications, and alignment with credible science and public health goals.

Through these actions, we aim to contribute to the key priorities and target achievements outlined by the World Health Organization's Global Action Plan for the Prevention and Control of Noncommunicable Diseases, and the United Nation's Sustainable Development Goals.



ENVIRONMENTAL STEWARDSHIP

Environmental stewardship begins with our operational footprint, where we actively strive to conserve water and energy, reduce emissions, minimize waste, and make our packaging sustainable.

Our manufacturing sites can consume substantial amounts of resources, and are controlled by us, so we focus significant efforts around environmental stewardship inside of our walls.



RESPONSIBLE SOURCING

At Kraft Heinz, we not only believe in striving to be better every day within our own operations, but we aspire to work with our entire value chain to continually improve on social and environmental factors.

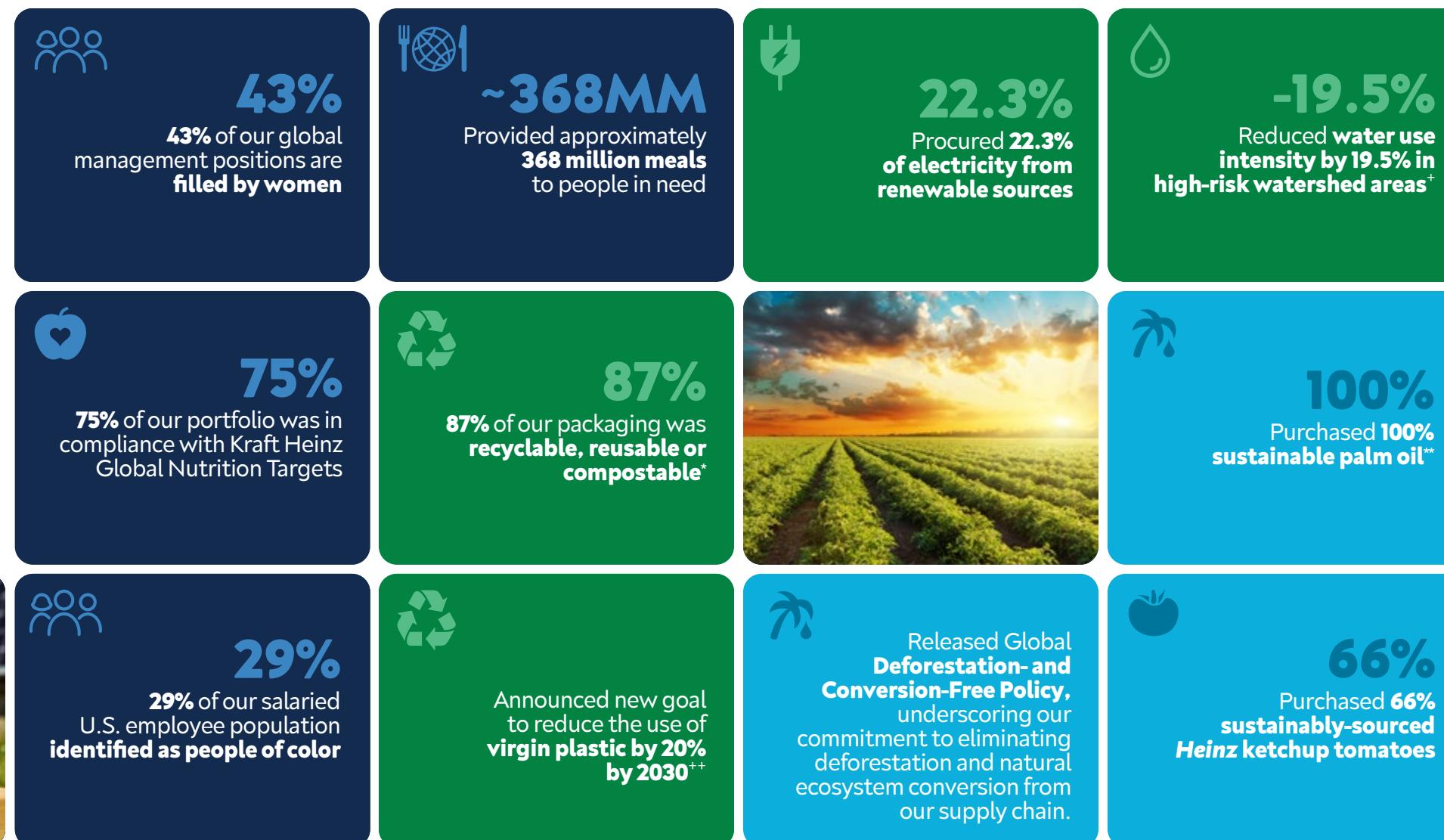
We are dedicated to responsible sourcing and related impacts in critical areas to Kraft Heinz and our stakeholders. These include areas of focus such as human rights, deforestation, animal welfare, and sustainable agriculture. We are also committed to strengthening our due diligence and management programs, while keeping the needs of our suppliers and our customers a top priority.



2023 ESG HIGHLIGHTS

At Kraft Heinz, we are committed to setting ambitious goals to drive ESG progress throughout the organization. Below are our ESG goal highlights for 2023.

More commentary on our progress is discussed throughout the report. A full list of metrics is listed on pages 69-81.



* Includes materials that are recyclable, widely recyclable, check locally and where packaging is included in specific recycling programs such as TerraCycle.

** Percentage of direct suppliers (tier 1) suppliers with RSPO certification

*** Kraft Heinz defines "cage-free or better" eggs as sourced from laying hens that come from cage-free, free-range, pasture-raised, or similar natural or open housing settings.

+ Compared to a 2019 baseline year.

++ Compared to a 2021 baseline year.





HEALTHY LIVING & COMMUNITY SUPPORT

Our Purpose at Kraft Heinz is *Let's Make Life Delicious*. We live this call to action through our steadfast commitment to nutrition, health, and the everyday needs of the many communities we touch inside of Kraft Heinz and across the world. We provide consumers and their families with the products they know, love, and trust through ongoing improvements to the nutrition of our product portfolio, transparent and responsible marketing and communications, and alignment with credible science and public health goals. As a global food and beverage company with an important role to play in feeding the world, we believe we have a unique responsibility in alleviating world hunger and supporting communities during challenging times. From our longstanding strategic hunger relief partnerships and operational food donation programs to our disaster relief efforts, Kraft Heinz strives to rise to the occasion and provide community support wherever we can.



DIVERSITY, EQUITY, INCLUSION, & BELONGING



We aspire to have women fill **50%** of our global management positions by 2025.

PROGRESS 43%



We aspire to have **30%** of our salaried U.S. employee population identify as people of color by 2025.

PROGRESS 29%

Corporate Highlights

At Kraft Heinz, we believe that everyone should have a seat at the table. We are committed to creating a diverse and inclusive workplace because we believe that it makes us stronger, more thoughtful, and more innovative. We are committed not only to listening to different points of view but also to truly hearing them. By embracing diverse perspectives, we can make better decisions and create products that are enjoyed by consumers all over the world.

To help us continually improve, we collect data and feedback from a wide range of sources to inform our initiatives. This information helps us identify areas for improvement and develop data-driven plans to drive progress. As a result, we have established strategies to promote inclusive hiring, retention, development, and advancement to support our global aspirations. By taking these steps, we create a workplace where everyone feels welcomed, valued, and respected.

We recognize the importance of learning and training opportunities to foster understanding and appreciation of diversity among our employees. As part of this commitment, we have introduced learning initiatives focused on interrupting bias in our Organizational People Review process to help managers identify and address unconscious bias in their assessments and conduct fair evaluations. Additionally, our global program The 57 Days of Kraft Heinz Culture features a course called Living our Values. In this program employees hear from our CEO Carlos Abrams-Rivera and reflect on what it means to live our Values every day in every way as we write our next chapter here at Kraft Heinz.

In our ongoing diversity, equity, inclusion, and belonging (DEI&B) journey, Kraft Heinz continues to cultivate a robust culture of awareness, marked by noteworthy accomplishments and learning opportunities that foster inclusivity. We aim to foster a supportive community and shine a spotlight on exemplary leaders from diverse backgrounds. While we take pride in our progress, we recognize the ongoing need for further action. Our commitment remains steadfast as we strive to cultivate a workplace where every individual can flourish.

The Global Inclusion Council serves as a cornerstone in our commitment to fostering DEI&B across our organization. Chaired by our CEO, this cross-functional group of leaders assumes a pivotal role, steering the DEI&B strategy, while providing essential governance, oversight, and reporting on our diversity initiatives.

Our Chief Learning and Diversity Officer leads this charge, reporting directly to the Global Chief People Officer. This officer oversees global strategy, collaborating closely with leaders throughout the organization. They work in tandem with the leadership of our Business Resource Groups (BRGs) to craft, execute, and implement plans aligned with priority initiatives and interventions. Leads across the organization operate within their regional People and Performance (P&P) organizations, with a dotted line reporting structure into the global team. This structured approach helps create a cohesive, coordinated effort in advancing our diversity, equity, inclusion, and belonging objectives across all levels of the organization.

2023 KEY AWARDS & RECOGNITION

Forbes 2023 Best Employers for Diversity

Great Place to Work Certified in Germany, Spain, Australia, Japan, Korea, Italy, United Kingdom, France, Chile, Brazil, Middle East, and the Netherlands

Seramount Inclusion Index Company

Member, Bloomberg Gender-Equality Index

2023 Rise & Lead Award, Parental Support Category - awarded by Rise & Lead Women for Kraft Heinz's family support program in the Netherlands



2025 ASPIRATIONS



50%

Women in 50% of our global management positions

30%

People of color comprise 30% of our salaried U.S. employee population

17%

Ethnic minorities comprise 17% of our salaried U.K. employee population¹

40%

Pretos e Pardos comprise 40% of our salaried Brazil employee population²

43% of those in global management positions were women at the end of 2023 (+2 percentage points compared to 2022).

29% of salaried U.S. employees identified as people of color at the end of 2023 (+1 percentage point compared to 2022).

Our engagement survey results related to inclusion and belonging will be in the market top quartile

Survey results for inclusion increased by +2 points on average compared to 2022 reflecting employees 'feeling a sense of belonging', 'feeling like their opinions count', and 'leaders valuing different perspectives', putting us in the top quartile according to benchmarks.

14% of our salaried U.K. employees identified as ethnic minorities at the end of 2023 (+1 percentage point compared to 2022).

34% of our salaried Brazil employees identified as Pretos e Pardos at the end of 2023 (+2 percentage points compared to 2022). (Pretos e Pardos translates to Black & two or more races respectively.)

[1] This is on our journey toward our ultimate aspiration of 31%. National average of population who identify as ethnic minorities is 14% across the U.K. and 40% within London. The aspiration is based on a weighted average of the split between our populations in our London office and our U.K. factories.

[2] This is on our journey towards our ultimate aspiration of 56%, which is the national average.



EXECUTING A GLOBAL STRATEGY

Our diversity, equity, inclusion, and belonging vision is to harness our collective power across all dimensions of diversity so we can disrupt, innovate, and better serve our people, business, and communities. We continue to push ourselves to expand our impact across geographical regions while being thoughtful about the multiple definitions of diversity throughout the world.

To bring our Value, *We demand diversity* to life, our strategy encourages our leaders and managers to learn, practice, and model inclusive leadership—engaging suppliers, partners, and vendors who align with our supplier diversity aspirations, strengthening our business, and actively collaborating with customers, consumers, partners, and suppliers to enrich the communities in which we operate.

Annual Day of Service

We celebrated our fourth annual Kraft Heinz Day of Service on June 19, 2023, to honor and commemorate Juneteenth by encouraging our U.S. and Canada employees to mobilize their time, talent, and treasure for change. Employees heard from James Beard Award-Winning chef Eric Williams of Chicago's Virtue Restaurant & Bar. He shared his career journey, the role of food in Black culture and community, and how allies have influenced his journey. The Heinz Black Kitchen Initiative (BKI) team brought to life "The Black Kitchen Series" podcast by inviting host Jade Verette to moderate a Fireside Chat with Chef Amethyst Ganaway and Galveston Historical Foundation's Chair of African American Heritage, Tommie Boudreaux. Through partnerships with Generus, Goodr, and WeLoveU organizations, employees supported families and individuals across Chicago, Pittsburgh, and Toronto by volunteering to pack groceries, build STEM Education Kits, and clean up local parks. The Annual North America Zone Steps Challenge and United Negro College Fund (UNCF) Donation drive brought together business units in support of "Higher Education for All."

Employee Development

Over the past year, Kraft Heinz has made significant strides in fostering employee development through a range of impactful initiatives and programs that create and nurture leaders from all backgrounds. The WeLead program relaunch expanded opportunities to employees across the organization. The 44 graduates participated in a five-month program designed to build our leaders' personal, team, and organizational skillsets while addressing the needs of employees from underrepresented racial and ethnic groups.

The NextUp Soar program returned for a second year, and 27 women at the Associate Director level and above participated in the highly esteemed leadership conference in Chicago, where they learned the skills necessary for amplifying their executive knowledge and leadership goals. In its fourth year, the Women's Empowerment (WE) Network leadership development program hosted its first in-person cohort for Ignite Week, a week dedicated to equipping participants with crucial insights and skills to drive their success as company leaders.

In North America, we launched our inaugural Inclusive Marketing Immersion, where our marketers were able to continue developing their cultural confidence and competence when designing work that authentically reflects our diverse consumer landscape. In the U.K., the Allyship Miniseries was introduced to better support, collaborate with, and advocate for people in our business from historically marginalized groups.





Supporting Working Parents and Caregivers

We strive to create an inclusive environment for all, including best-in-class family policies and support for working parents and caregivers. We are proud of our efforts and place on Seramount's 2023 100 Best Companies for Working Parents. In line with our company Value of *We dare to do better every day*, our commitment to providing inclusive benefits and workplace programs for our employees is ever evolving. We celebrate all our working parents and are excited that two employees – Cory Onell and Kijsa Phillips – were named Working Parents of the Year by Seramount.

In the U.K., we expanded paid leave for menopause and IVF treatment, launched a Parentz Club, offered sleep and behavioral coaching for parents, and curated a variety of learning moments on topics across the parenting experience. We also partnered with TEDSgroup to support parents to continue with their careers without the increased pressure of nursery fees.

In Italy, the Adamo project is a national network led by Kraft Heinz's *Plasmon* brand that aims to raise awareness of the country's birth decline, influence institutions across Italy to support parenting, and create a movement that advances parental support in the workplace. With 120 years of history, *Plasmon* believes it is essential to catalyze change by bringing others along on the journey. To lead by example, we have started an ambitious journey to strengthen our parental policy and provide the necessary tools to those in our company who desire to become parents. These policies recognize the various aspects of parenthood and include the extension of parental leave for the second caregiver, extreme flexibility in working hours and workplaces, a four-day week for all mothers returning from maternity leave, unlimited use of paid permission for medical examinations, economic support for kindergarten, supply of *Plasmon* products, ad-hoc training, and coaching for parents-to-be.

Fostering Inclusion and Employee Wellbeing with Business Resource Groups (BRGs)

Creating an environment where all employees feel valued, respected, and heard is a fundamental component of our strategy, achieved through various educational opportunities in partnership with our Business Resource Groups (BRGs). Since 2016, BRGs have played an important role in our culture and have helped to advance our DEI&B efforts across Kraft Heinz. These employee-led groups are open to all employees regardless of how they identify and support career, community, and business initiatives at Kraft Heinz as well as events related to their respective cultural, identity, or heritage communities, including Black History Month, Asian & Pacific American Heritage Month, and Latin American/Hispanic Heritage Month.

Our BRGs in the North America Zone include:

- Asian Pacific American (APA) BRG
- Black BRG
- Disabilitiez BRG
- LiveWell
- Pride BRG
- Sabor BRG
- Veterans BRG
- Women's BRG

Our BRGs in the Europe and Pacific Developed Markets, West and East Emerging Markets and Asia Emerging Markets (previously International Zone) include:

- Gender Equality Network (GEN)
- The 57
- Enable UK
- Livewell
- Proudz
- Reconciliation Working Group

To promote a more diverse and inclusive organization, our Value, *We demand diversity*, is our North Star around the globe and we challenge ourselves to bring this value to life every day. One way we do this is by continuing to invest in our BRGs so that they can provide a safe forum for employees and allies to raise awareness of issues facing various communities, advocate for change in company policies and practices, as well as celebrate the rich diversity of our employees.



Fostering Inclusion and Employee Wellbeing with Business Resource Groups (BRGs) (cont.)

In 2023, we welcomed two new BRGs: Disabilities in North America and Enable in the U.K. Both groups are dedicated to creating communities that foster compassion and advocate for universal design so everyone can thrive as their unique and authentic selves. In the U.K., the Enable BRG led our first observance of the International Day for Persons with Disabilities. This included three significant events: a roundtable discussion, where employees shared ideas on how our Company can better support those with disabilities. The event also included a talk from the founder of TrueStart Coffee, who shared her perspective on living with ADHD viewing it as a superpower and a lunch-and-learn session featuring activities like lip reading and identifying Heinz products while blindfolded, helping participants understand the experiences of those with disabilities.

We look forward to continuing to celebrate diversity, promote equity, and create spaces where employees worldwide feel comfortable being themselves.





EMPLOYEE REWARDS, HEALTH, & WELLNESS

At Kraft Heinz, our total rewards philosophy is to provide a meaningful and flexible spectrum of programs that equitably support our diverse workforce and their families and complement Kraft Heinz' strategy and values.

Our rewards strategies (compensation, benefits, wellbeing, and recognition) aim to help our employees help themselves to live well. Our global LiveWell program focuses on four pillars: social, financial, emotional, and physical wellbeing and provides specific programs and resources to support our employees and their families within each of these areas. LiveWell represents our total rewards offerings that are designed to attract and engage highly skilled talent, meet individual and family needs, and inspire, celebrate, and engage our people and teams through enhanced interactions in moments that matter in an environment where employees feel productive, trusted and empowered. We conduct employee total rewards and well-being surveys plus industry and peer benchmark studies to assess whether our offerings are aligned to the market and if they meet the needs of our employees and their families. Opportunity areas to further align offerings with our total rewards strategy are then identified and actioned based on the benchmark data and employee feedback.

Our Commitment to Employee Health and Wellness

At Kraft Heinz, we operate with empathy and care by supporting our people with the resources and tools to help them and their families live well. Through our overall LiveWell program we amplify our commitment to help employees and their families achieve optimal well-being socially, financially, emotionally, and physically. We aim to provide benefits coverage through affordable core plans of healthcare, protection, and future savings complemented by local benefits to reflect the local market environment and cultural nuances and access to additional plans flexibly tailored to meet individual needs and promote diversity, equity, and inclusion. While our footprint spans the globe, we have established these core benefits (in conjunction with wellbeing resources) to provide a consistent base level of protection and welfare for the global employee population and their families.

We continuously raise awareness of health and well-being topics through speaker series, global and local events and targeted initiatives on physical fitness, nutrition, mental health, family and community, and financial education. In 2023, we continued to expand our Nutrition2Nourish (N2N) program which included live and on demand learning programs and social media nutrition 'bites'. Information shared aims to continue building and strengthening nutrition knowledge during our nutrition and wellness transformation journey.

We provide Employee Assistance Programs (EAP) in over 30 countries for confidential life event services ranging from personal, family, and work-related services provided by specialists for our employees and their families when needed.

Our global recognition program spotlights those that live our culture and values. Building on the foundation of meritocracy, the program enables managers and employees to celebrate and acknowledge others through social recognition, achieving key service milestones, or experiencing personal life events. The act of recognition benefits the givers and receivers. Over 80 percent of the eligible program population have received one or more awards. Our global LiveWell hub and complementary local LiveWell sites also provide employees easy access to external resources and internal programs available to them. We conduct LiveWell expos to provide employees the opportunity to learn about their local benefit plans directly from vendors and internal experts to make the best choice during the annual enrollment periods. Our learning platform, Owniversity also houses additional touchpoint to help employees navigate the elements of Total Rewards, including compensation, benefits, wellbeing, and recognition.



Kraft Heinz's LiveWell pillars that inform our global rewards, health and wellness strategy.



LEARNING @ KRAFT HEINZ

At Kraft Heinz, we enable employees to Learn Like an Owner, so they can execute with excellence in their current roles, accelerate their learning curves and grow great careers.

Ownerversity is the company's learning ecosystem. It provides a trusted source of learning for all employees, whether they are attending a live or virtual learning experience or accessing digital resources, participating in high-potential programs or championing their own development through curated offerings that span levels, functions, and aspirations.

Through Ownerversity, employees have access to custom Kraft Heinz training, learning and development materials, as well as external content libraries and articles, such as LinkedIn Learning and Harvard Business Review. Our learning offerings enable employees to live our Value of *We dare to do better every day*, and own their personal learning and development. Learning is tied to our robust talent programs that enable employees to receive regular feedback on their growth so that they may own their own development and career path.

All salaried employees at Kraft Heinz can access learning in Ownerversity through ten academies, three learning hubs, and a dedicated curriculum supporting our Kraft Heinz culture. These learning opportunities inspire and grow talent within Kraft Heinz while developing employees' skills and competencies to help them navigate their career journey. In 2023, Ownerversity usage was 23 average learning hours per employee (both office professionals and production workers). A highlight each year is Ownerversity Day, our 24-hour event designed to bring the Kraft Heinz community around the world together for prioritized time to learn. In 2023, the theme of our Ownerversity Day was "Revolutionizing Creativity and Collaboration Through the Power of AI."

The Learning & Development Value Proposition

Our Recipe for Success



Ownership

Learn Like an Owner

Seek out high-impact learning experiences.
Commit to a regular learning practice, even if it's just a few minutes a day.
Encourage others to do the same.
Contribute to a culture of learning.



Performance

Execute with Excellence

Apply what you have learned to achieve your goals and targets.



Meritocracy

Grow Great Careers

Accelerate your learning curve.
Prepare yourself to take advantage of the opportunities that exist at Kraft Heinz to grow a great career.





Leadership Academy Highlights

The Leadership Academy is for all Kraft Heinz employees and focuses on leadership development and manager excellence. The academy offerings support the development of our **WIN Leadership Principles** – *Work as a Team, Inspire Excellence, and Navigate Our Future* – serving as a roadmap on how we will deliver results and activate our Values. It's up to all Kraft Heinz employees to develop leadership skills, regardless of job title or level within the Company. Through award-winning programs such as our global new manager curriculum, democratized access to coaching and The WE Network – our leadership accelerator for women – the Leadership Academy develops and nurtures leadership skills across all levels of the organization.

Our 57 Days of Kraft Heinz “Culture Curriculum” supports employees to truly live our Values, every day in every way. The curriculum introduces employees to who we are, how we work, and where we win through immersive programs including “From Tomato to Table: How We Make Ketchup” which introduces employees to our beloved products, brands, and the teams that bring them to life, as well as a 70s style game show “Beloved Brand Bonanza” that introduces employees to our beloved global brands (among many others).

Our nine Functional Academies help facilitate the development of functional skills and competencies for employees and their teams to thrive in their roles, which delivers value to our organization. The Functional Academies focus on Finance, IT, Legal, Marketing, Operations, People, Procurement, R&D, and Sales. Award winning programs across our Global Functional Academies support skill and competency development while growing employee networks and communities of practice. Programs like “Fit2Win: Operations Masters” grow our plant managers at the heart of our business, and LevelUp, our HR Business Partner Accelerator program supports the development of cutting-edge HR professionals.

Kraft Heinz is proud to have been recognized externally and across the industry as a leader in the learning space. In 2023, we won nine [Brandon Hall awards](#) for our programs. In addition, Kraft Heinz earned a 2023 [APEX Learning award](#).

WORKING TO ALLEVIATE GLOBAL HUNGER



Provide **1.5 billion meals** to people in need by 2025 from 2019.

PROGRESS 90%

The Kraft Heinz Company Foundation (Kraft Heinz Foundation) pursues its mission through strategic partnerships with organizations that have programs aligned with hunger relief, nutrition support, and self-sustaining food sources.

Our work toward alleviating global hunger is deeply rooted in the collective determination of our Foundation partners, Kraft Heinz brands, and dedicated employees. Kraft Heinz employees from all corners of the world have passionately joined the Foundation's work through annual volunteer efforts, underscoring the critical nature and immediacy of our work in helping to alleviate world hunger.

We are currently focused on our goal of providing 1.5 billion meals* to those in need by 2025. In 2023 alone, we provided approximately 368 million meals to people in need. From 2019 through 2023, we're 90 percent of the way to our 2025 goal.

We have aligned our current key partners towards this goal:



*Kraft Heinz defines a 'meal' or 'meal equivalency' as a unit of food or nutritional value. Kraft Heinz utilizes the meal count as a general guide to estimate the impact and reach of our philanthropic work to improve food insecurity. Meal equivalencies are calculated in close partnership with our expert charity partners and are based on several factors including targeted group (e.g. children, adults, etc), local needs and regulations in the areas where they serve. For in-kind donations, where no specific meal equivalency calculation is available, Kraft Heinz uses the standard USDA equivalency where 1 meal is equivalent to 1.2 pounds of food.



Together at the Table: Kraft Heinz 2024 ESG Report



Kraft Heinz and the Lifting Hands Foundation Fight Hunger in Costa Rica

Kraft Heinz continues to support communities across Costa Rica where employees live and work, specifically in the central region where Kraft Heinz operates. In 2023, around 130 Kraft Heinz employees took action during a volunteer service day in Bajos de los Anones spent painting, helping with maintenance projects and collecting waste alongside the Lifting Hands Foundation, a local organization that works with communities to break the cycles of poverty. Kraft Heinz also partnered with the Lifting Hands Foundation to address childhood food insecurity and malnutrition in Pavas by creating the Por Un País Hambre Cero ("For a World with Zero Hunger") program. During this months-long program, more than 130 families received nutritional evaluations, food donations, and information about nutrition and well-being topics through educational workshops. Kraft Heinz employees were instrumental in supporting its success – from helping to prepare food donations to teaching workshops to playing with the families during project days.



KRAFT HEINZ BRANDS TAKE ACTION TO SUPPORT COMMUNITIES

Heinz Black Kitchen Initiative Continues to Help Preserve Black-Owned Restaurants' Cultural Legacy

The **Heinz Black Kitchen Initiative**, a partnership with The LEE Initiative and Southern Restaurants for Racial Justice (SRRJ), began in 2020 with the ambition to celebrate, uplift, and preserve the legacy of Black food by breaking down the barriers that keep Black voices and cooking out of the American culinary pantheon. In 2023, *Heinz* continued to sponsor this hallmark grant program, resulting in 62 additional Black food businesses across the U.S. receiving grants from the Black Kitchen Initiative and bringing the brand's total grant contribution so far to \$3 million. To further celebrate these voices, the award-winning Black Kitchen Series podcast spotlights Black culinary innovators and the many ways Black individuals are moving the culinary space forward. In 2023 we created Open Kitchen, a new event series that gives up-and-coming Black chefs a chance to grow their clientele and gain exposure for their culinary businesses. Kicking off in partnership with world-renowned chef, Marcus Samuelsson, past and current Black Kitchen Initiative grantees will take over high-profile restaurant kitchens in exclusive pop-up experiences.



ABC Collaborates with Yayasan Helping Hands to Launch Culinary Business Workshop for Students with Disabilities

Kraft Heinz Indonesia, led by our legendary **ABC** brand, continues to play an active role in supporting the development of the culinary industry in Indonesia. In 2023, **ABC** collaborated with Yayasan Helping Hands and six Special Schools for students with disabilities to launch an inclusive culinary business training program titled #AKUKAMUBERDAYA Bersama ABC (Me and You Empowered with ABC). The program aimed to support and empower youth with disabilities to achieve their dreams in the professional culinary business while also emphasizing the Company's dedication to diversity and inclusiveness. During the two-day workshop at the Kraft Heinz Indonesia Innovation Center in Jakarta, the Kraft Heinz Food Service Institute team shared a range of essential culinary business topics to help nurture students' passions to become skilled culinary entrepreneurs, from basic cooking techniques, food safety and cost-margin calculation to marketing e-commerce best practices.



"Heinz Field" Makes Meaningful Comeback at Aliquippa High School

In the United States, Kraft Heinz unveiled a new "Heinz Field" at Aliquippa High School in Aliquippa, PA – a school at the center of an incredibly deserving community that has served as the starting point for countless proud alumni and more Pro Football Hall of Famers than any other high school football program. Kraft Heinz also made a \$1.3 million charitable donation to the Aliquippa School District to help bring new resources to the community and to support building an academic and athletic center next to the renovated "Heinz Field" football stadium. The center will serve as an inspiring and collaborative meeting place for students and community members alike.



RISE AGAINST HUNGER

The Kraft Heinz Foundation (and prior to that, the H.J. Heinz Holding Corporation) has been a partner of Rise Against Hunger since 2013. Originating from the desire to provide nutritious and efficient meals to those facing hunger across the world, our partnership with Rise Against Hunger now impacts a wide variety of issues ranging from addressing global hunger through localized, urgent needs, to wider systemic, long-term projects. Today, we are Rise Against Hunger's largest partner.

In July 2021, the Kraft Heinz Foundation committed to a \$12 million donation, dispersed over the following three years to support Rise Against Hunger's global efforts to end world hunger and put last-mile communities on a path to self-reliance. In 2023, during the third year of this commitment, Rise Against Hunger was able to reach over 3.6 million people through food distribution, local procurement, and sustainable agriculture projects, resulting in the equivalent of approximately 255 million meals provided.

Through Rise Against Hunger's sustainable agriculture projects, they were able to empower communities and impact 845,333 people across eight countries including Malawi, Mali, Senegal, South Africa, South Sudan, India, the Philippines, and Zimbabwe. Rise Against Hunger implements projects with local leaders and supports long-term food security through a variety of initiatives, including sustainable agricultural training, microenterprise loan programs to support small business, installations of water wells, solar pumps, and more.

Skills-Based Volunteering

The Kraft Heinz Global Procurement team launched the "Rise Together Procurement Program." This program sees procurement leaders across the organization volunteering their time and expertise to serve an additional 4.4 million people annually through optimizing suppliers, pricing, and supply chains. In 2023, this collaboration yielded a substantial donation of over 20 truckloads of food worth approximately \$500,000 delivered to Rise Against Hunger for emergency response efforts, with an additional approximately \$100,000 worth of food delivered to other partner organizations. As we continue to grow this program, we are also in strategic discussions with select global suppliers in ingredients, packaging, and logistics to join the fight to end world hunger alongside Kraft Heinz and Rise Against Hunger.



Engaging Employees through Service - Global Packathon and Meal Ambassador Program

Approximately 4,000 Kraft Heinz employees came together in 2023 to fight global hunger by packing approximately 900,000 meals for children and families in need through the annual Kraft Heinz Packathon – our largest companywide volunteering effort. During this event, employees packed Rise Against Hunger's signature meals that contain a blend of rice, soy, dried vegetables, and a micronutrient sachet developed in collaboration with food science and nutrition experts from Kraft Heinz.



Kraft Heinz employees and Meal Ambassadors learning about Rise Against Hunger's work at an early childhood development center in Johannesburg, South Africa.

The annual Packathon is underpinned by the Kraft Heinz Meal Ambassadors program, a hand-selected group of passionate employee volunteers who spearhead meal-packaging events across the world and engage their colleagues in Rise Against Hunger's mission. Meal Ambassadors are also given the opportunity to visit regions where Rise Against Hunger operates to witness the impact of their work. In 2023, Meal Ambassadors traveled to South Africa and visited schools and early childhood development centers who receive meal support from Rise Against Hunger's operations.



American
Red CrossAnnual Disaster
Giving Program

RED CROSS

The American Red Cross responds to about 65,000 disasters across the United States every year — mobilizing a team every eight minutes — providing relief, comfort, and hope to people during what can be the worst days of their lives.

As rapidly intensifying storms, extreme heat, record floods, and widespread wildfires continue to devastate communities across the country, donations from Disaster Responder members, like Kraft Heinz Foundation, continue to fuel Red Cross readiness and build response capacity in times of crisis.

Annual Disaster Giving Program (ADGP) members pledge financial support in advance of disasters to power the Red Cross with strong infrastructure, trained volunteers, innovative technology, and critical resources necessary to provide relief and support when needed. These donations enable the Red Cross to respond to disasters at a moment's notice — offering a safe place to sleep, a hot meal, emotional support, and resources to aid in recovery — while also helping prepare people and communities for future disasters. In 2023, we expanded our partnership with the Red Cross to the \$500,000 giving level which includes preparedness, relief, and recovery support for those impacted by disasters big and small in the U.S. and across the world.

"As extreme weather events increase in frequency and intensity, we continue to count on forward-thinking ADGP members like Kraft Heinz Foundation to help power our relief efforts," said Anne McKeough, chief development officer at the American Red Cross. "We're so very grateful for Kraft Heinz Foundation's donation, which underscores their commitment to compassion in times of crisis."





SUPPORTING COMMUNITIES IN NEED

Feeding America

Feeding America is a nationwide network of 200 food banks and 60,000 partner agencies that serve every county in America. In Feeding America's words, "to end hunger, we have to make hunger unacceptable," and that is why the organization encourages everyone to take action in the fight to end hunger in America, where 34 million people—1 in 10 people—face food insecurity.



Our relationship with Feeding America dates back to Kraft Foods Group, Inc., as one of the original groups to provide the organization with financial support in the 1980s.

Today, Kraft Heinz helps Feeding America achieve its mission in a three-pronged approach. First, we help partner food banks meet immediate hunger needs through food donations from our corporate operations. In 2023, we donated more than 28 million pounds of food to the Feeding America network through 33 local partner food banks aligned with our U.S. manufacturing sites, bringing our total since 2019 to more than 106 million pounds of food donated. Second, through the Kraft Heinz Foundation's philanthropic giving, we are able to significantly amplify food donations to families in need on a planned basis provide funds to partner food banks everywhere Kraft Heinz employees live and work. Third, we further partner with Feeding America through cause marketing and volunteerism, all aimed at our shared mission to end hunger.

"The movement to end hunger requires dedicated partnerships. Through generous donations of food and funds, and the enthusiastic support from employees volunteering at food banks, Kraft Heinz has consistently demonstrated its commitment to our shared mission of providing people with access to the resources they say they need to thrive."

— Casey Marsh, Chief Development Officer, Feeding America

Heifer International

"On our 80th anniversary at Heifer International, we are so proud to continue our partnership with the Kraft Heinz Foundation. They are deeply aligned with our mission with small scale farmers around the world to end hunger and poverty while caring for the Earth. Both of our organizations are committed to providing self-sustaining food sources to enable our farmers to create a sustainable livelihood. Together, we have produced a total of 342,100,000 meals to empower farmers to create a living income for their families. It's a privilege working with an organization who understands the complexities of the hunger crisis and is willing to work with Heifer International on sustainable solutions."

— Surita Sandosham, President and CEO, Heifer International



Share Our Strength's No Kid Hungry Campaign

"It's an honor to continue working alongside the Kraft Heinz Foundation to ensure all kids get three nutritious meals a day. Since the start of our partnership together, No Kid Hungry has worked to connect millions of kids and communities with the resources they need to thrive. These milestones are made possible by our partners like the Kraft Heinz Foundation and their ongoing dedication to our joint mission to end childhood hunger."

— Anne Filipic, CEO, Share Our Strength





Greater Pittsburgh Community Food Bank

"The Kraft Heinz Foundation is a committed partner of Greater Pittsburgh Community Food Bank. This spring, we saw record highs for both the number of people coming through our doors for food at The Market, our onsite pantry, and the amount of food distributed through our agencies across southwestern Pennsylvania. With support from the Foundation, the Food Bank has been able to meet this great demand and provide nutritious meals so families and children can thrive. We are sincerely thankful to have the support of Kraft Heinz to help alleviate hunger in the three rivers region."



- Lisa Scales, President and CEO, Greater Pittsburgh Community Food Bank

Greater Chicago Food Depository

"Our longtime Chicago neighbors, The Kraft Heinz Company, remain a Strategic Partner of the Greater Chicago Food Depository and our work to end hunger in collaboration with 800 community partner sites across Cook County. Since 2016, Kraft Heinz has provided the equivalent of more than 5.6 million meals to our neighbors facing food insecurity, including children and older adults—600,000 meals in the last year alone. We are so grateful to Kraft Heinz for helping us to create a truly Greater Chicago."



- Kate Maehr, Executive Director and CEO, Greater Chicago Food Depository

Food Banks Canada – You Buy, We Give

In 2023, Kraft Heinz Canada ran its annual benefit campaign for Food Banks Canada, Groceries for Good. During the four-week campaign, Canadians joined the fight against food insecurity by purchasing participating Kraft Heinz products in store or online. For each participating product purchased, Kraft Heinz matched a meal donation to Food Banks Canada. Participating products included Philadelphia, Classico, Maxwell House, Nabob, Heinz, and select Kraft brands. This initiative, which is part of a larger five-year, \$20 million dollar product donation to Food Banks Canada, is helping connect the millions of Canadians affected by food insecurity to the meals they need. To further support Food Banks Canada throughout the campaign, Kraft Heinz mobilized teams of employees to volunteer at local food banks across Vancouver, Calgary, Toronto, Montreal and Halifax.



Magic Breakfast

In 2023, we celebrated the fifth year of our partnership with Magic Breakfast, a charity that provides healthy school breakfasts to hungry and malnourished children in disadvantaged areas of the U.K. What began as a partnership around a shared goal of helping ensure no child is too hungry to learn in the U.K. has since evolved into a deep collaboration between Magic Breakfast and Heinz that looks beyond food support and financial donations to drive long-lasting change to improve child morning hunger. This includes annual engagement initiatives such as mentoring programs and work experience days for students from schools within the Magic Breakfast network. We have also helped lobby members of parliament in support of Magic Breakfast's goal of leaving no child hungry in the U.K. In addition, to improve the facilitation and provision of hot breakfasts, we launched a project through which we have been able to provide necessary kitchen and catering equipment to Magic Breakfast Schools. In 2023, Kraft Heinz donated more than 2 million meals to children at risk of hunger in the U.K. and maintained delivery of No Added Sugar Heinz Beanz to an increased roster of 300 Magic Breakfast partner schools across England and Scotland, thus taking our total to over 21 million meals donated since the start of the partnership.



The Lunchbox Fund

"During 2023, Kraft Heinz provided over one million daily meals to 4,520 Primary and Secondary school children. The meals supported not only their healthy growth, education and development but also enabled food-insecure families to redirect scant income into feeding children when they are not at school. High quality programs tackling nutritional deficiencies, combating diet-related diseases, and shaping healthy eating habits pave the way for lifelong, and intergenerational benefits. As the world faces crises in education, food insecurity, and climate change; school feeding programs emerge as multi-sectoral solutions benefitting agriculture, education, health, nutrition, and social protection. Research puts the return of investment in South African School meals at \$53 for every \$1 invested, cementing Kraft Heinz's support of Lunchbox Fund's programs as a remarkable investment in future generations."



- Topaz Page-Green, Founder, The Lunchbox Fund



PRODUCT HEALTH



Improve **product health & nutrition** by achieving **85%** compliance with Kraft Heinz Global Nutrition Targets by 2025.

PROGRESS 75%



Reduce **sodium** by an additional **5%** in our BBQ Sauce and *Kraft* Salad Dressings in North America by 2025.

PROGRESS 0%



Reduce total **sugar** in our products by more than **60 million pounds** across our global portfolio by 2025.

PROGRESS 91%



Improve use and transparency of **simpler ingredients** by 2025.

Global Nutrition Guidelines

The Kraft Heinz Global Nutrition Guidelines are category-specific and set maximum levels for nutrients of public health concern: total sugars, sodium, saturated fat, and calories. The nutrition targets consider the dietary role of the product as outlined in dietary guidelines (USDA Dietary Guidelines for Americans 2020–2025, Australian Dietary Guidelines 2013, Sante Public France, 2019) and take into account product characteristics as well as serving size. They are the foundation we use to develop new products and improve the nutritional value of our current portfolio. We remain committed to increasing positive nutrients and plant-based offerings. In 2023, Kraft Heinz's rationale in developing our global nutrition targets and approach to developing healthier products was assessed by an [external scientific panel](#), underscoring our commitment to transparency in how we are defining and measuring progress towards these targets.

Progress on Healthy Living Goals

Compliance* with Kraft Heinz's nutrition targets increased from 71.8 percent in 2022 to 75.1 percent in 2023. We are pleased with our continued progress on this goal due to the roadmaps that are embedded into our business strategy, and governance mechanisms (see page 9 on internal governance structure). We continue to renovate and innovate our portfolio to make our products more nutritious. In 2023, we continued our efforts to improve the quality of data and transparency used to measure our progress towards this goal.

* Inclusive of all countries with measurable data where Kraft Heinz operates. Kraft Heinz Foodservice, Kraft Heinz Ingredients and infant/toddler categories are not included in the overall metric. Kraft Heinz Foodservice and Kraft Heinz Ingredients items do not have specific nutrition targets and infant/toddler product targets are based on local guidelines.



2023 HEALTHY LIVING HIGHLIGHTS



Heinz Tomato Ketchup and Pasta Sauce

In 2023, as part of the *Heinz* continued portfolio transformation, the brand reduced sodium across its Brazil pasta sauce category by approximately 30 percent and by 38 percent across its Brazil core tomato ketchup and flavors. Additionally, *Heinz* also reduced added sugar across its Brazil tomato ketchup flavors by 34 percent. These initiatives removed approximately 303 tons of salt and 1,459 tons of sugar from the *Heinz* portfolio while still offering a great combination of delicious flavors and tastes.



Master 0 Added Preservatives Low Salt Soy Sauce

Soy sauce is one of the most significant ingredients in Chinese cuisine. *Master 0 Added Preservatives Low Salt Soy Sauce* is an exciting new soy sauce launched in China in 2023. Spurred by the brand's journey to add healthier soy sauce options to its portfolio, the new recipe is additive free and reduces sodium by 30 percent. The reformulation will remove 21 tons of salt annually in *Master* soy sauce while continuing to deliver a rich flavor that consumers know and love.



Heinz and Orlando Tomato Frito sugar and sodium reduction journey

Spanning two brands, four countries and nine recipes, the 2023 *Heinz* and *Orlando* Tomato Frito core revamp was a collaborative undertaking to improve the products' nutritional profile while also protecting their unique and preferred flavor. As part of the recipe update, sugar was reduced from the Frito Oliva and Frito Bio sauces by 11 percent and sodium was reduced by more than 37 percent. In addition, sodium was reduced from the classic Frito Tomato sauce by 21 percent.



PLANT-BASED PRODUCTS



Increase our **plant-based offerings.**

At Kraft Heinz, we are continuously innovating to deliver consistent quality products to respond to and anticipate the needs of our consumers. We engage with partners to develop new products that reflect modern tastes, leading trends, and evolving consumer preferences and strive to be at the forefront of ingredient and nutrition innovation in collaboration with academia and other stakeholders.

In 2023, we released our *Philadelphia* plant-based cream cheese and *Kraft NotCheese* Slices nationwide in the U.S. We also continued to innovate through The Kraft Heinz Not Company to further delight our consumers.

Kraft releases first-ever plant-based NotMac & Cheese

In 2023, The Kraft Heinz Not Company LLC (“The Kraft Heinz Not Company”) launched *Kraft NotMac&Cheese*, the first-ever, plant-based *KRAFT Mac & Cheese* in the United States. Through the iconic *Kraft Mac & Cheese* brand, The Kraft Heinz Not Company aims to address consumers’ plant-based preferences and evolving needs with the debut of two great-tasting plant-based mac & cheese offerings. Available in Original and White Cheddar flavors, the product began rolling out in 2023. This launch builds on The Kraft Heinz Not Company’s current plant-based offerings which include *Kraft NotCheese* Slices, *NotMayo*, and *Oscar Mayer NotHotDogs*. Looking ahead, we will continue our plans to scale our plant-based business.



Heinz flavoured Beanz varieties launch in Australia

Heinz Beanz with a twist launched in Australia in 2023 in three deliciously rich and tasty flavors: Taco, Caramelised Onion and Peri-Peri. Low in fat and high in fiber, *Heinz* flavoured Beanz are a delicious source of protein and easy to prepare, which makes them a great addition to the pantry for those busy days. They are also a versatile side dish or recipe ingredient, ideal for adding to soups, wraps and other dishes.



Wattie's Plant Proteinz Pasta becomes available in New Zealand

Wattie's Plant Proteinz Red Lentil Pasta Meals are now available in New Zealand. Ready in less than three minutes in the microwave, and without any artificial colors or flavors, these convenient and tasty plant-based meals pack 15 grams of plant protein per serving and are a good source of dietary fiber. Consumers can choose from three delicious recipes: Tuscan Style Veg, Red Pepper & Chilli or Creamy Pumpkin & Sage.





INFANT NUTRITION

We are committed to providing better products based on nutrition science, taking into account nutrient requirements specific to this life stage. We aim to provide more fruits and vegetables and are focused on including important nutrients. Kraft Heinz products are designed to comply with applicable laws in the country of manufacture and marketing. If national legislation is not available, Kraft Heinz products are designed to adhere to the Codex Alimentarius (Codex), a collection of international food standards, codes of practice, and guidelines.

Wattie's and Whānau Āwhina Plunket's longstanding partnership

Whānau Āwhina Plunket is New Zealand's largest provider of support services for the health and well-being of children under five. They are a registered charity and play an important role supporting parents in helping their infants and young children grow and develop. *Wattie's* in New Zealand have proudly supported Plunket through a formal partnership for over 30 years and make financial contributions to Plunket from the sales of *Wattie's* baby food products. In collaboration with Plunket, *Wattie's* nutritionists have developed a range of useful infant feeding guides to support parents on their infant feeding journey, from starting solids all the way through to managing fussy eating.

Plasmon reduces sugar and removes label on baby wet food jars

In 2023, *Plasmon*, our iconic 120-year-old Italy-based infant food product brand, removed fruit juice concentrate from four of its fruit wet jar recipes to reduce total sugars. The removal of fruit juice concentrate from these recipes led to a total sugar content reduction of between 5 percent and 25 percent per recipe, offering parents healthy choices for their babies. In addition, *Plasmon* removed the paper label from all 100 percent fruit wet jars in its portfolio. Made possible by a 100 percent fruit recipe that is so simple it does not require any additional descriptions; the removal of these paper labels will save more than 26,000 pounds of paper per year. This initiative reduces the environmental impact of these products while also providing consumers additional sustainable options.





FOOD SAFETY & QUALITY

Kraft Heinz is a globally trusted producer of delicious foods. We are passionate about food safety and quality, and we will not compromise on it. Our Food Safety & Quality Management System gives us and our consumers a high level of confidence in the safety and quality of the food on our plates.

Our Best-in-Class Food Safety & Quality Systems

We implement a consistent, comprehensive food safety and product quality management process across our global supply chain. Through this, Kraft Heinz is committed to meeting regulatory compliance and industry standards. Our food safety and product quality management process has been designed by us, for us. We are constantly reviewing our standards to remain agile and adaptable to meet business needs, while also meeting or exceeding our own high-quality standards that we've set for our products and delighting our consumers. This has resulted in a drop in consumer complaints for the last 10 years, and overall, a 69 percent drop in complaints over the 10-year period.

Our food safety and quality management system enables our owned factories and our vendors to be compliant with Global Food Safety Initiative (GFSI) recognized certification (e.g., FSSC 22000). Many of our factories undergo third party audits and achieve third party certification to demonstrate this.

Focus on Excellence and Continuous Improvement

In order to consistently improve our food safety and product quality management system, we monitor other external metrics including product recall, serious incidents, and consumer complaints. We are driving continuous improvement in our processes and systems which results in very high Right First Time manufacture of our products, which minimizes product waste.

Kraft Heinz quality, operations, and other functions are deploying a transformational management system focused on the principles of transforming the culture and mindset of our teams through best-in-class collaboration, teamwork, waste reduction, efficiency, and product safety. In 2023, we created a Global FSQ Excellence team. This team partners across our business functions to collaboratively design the future of global food safety and pioneer continuous improvement strategies and best-in-class technologies.

We are continuously investing in food safety and quality processes and constantly improving our testing and controls as well as the reliability of our equipment. We are pioneers in deployment of advanced analytics and AI to predict and eliminate future failures and events potentially affecting product safety and waste.

Driving Compliance Beyond Industry Regulations and Standards

In order to drive compliance and food safety beyond industry standards, we adhere to the long-established Golden and Platinum Rules that are part of our DNA. The level of compliance of our own sites and vendors we work with is continuously monitored and measured against these rules.



RESPONSIBLE MARKETING

Kraft Heinz is committed to marketing and advertising its products in a responsible and transparent manner.

Employees responsible for creating, approving and placing marketing materials for Kraft Heinz have a primary responsibility to comply with Company guidelines and are formally trained regarding requirements and expectations pursuant to various marketing policies, including local regulations. In the United States, Kraft Heinz abides by a comprehensive set of marketing to children standards: [Children's Food & Beverage Advertising Initiative \(CFBAI\)](#), [Children's Online Privacy Protection Act \(COPPA\)](#), and [Children's Advertising Review Unit \(CARU\)](#).

In the United States, as noted in our [Pledge](#) and [CFBAI's Core Principles](#), Kraft Heinz's commitments relating to marketing to children include:

- No advertising directed to children under 6 years of age;
- Only qualified products which meet CFBAI's uniform nutrition criteria may be marketed to children ages 6 to 12;
- Guidelines apply to media (e.g. TV, internet, radio, etc.) that is primarily directed to children;
- No in-school marketing below the university level.

Similarly, in Canada, Kraft Heinz complies with The Code for the Responsible Advertising of Food and Beverage Products to Children, which requires that any advertising of food and beverages primarily directed to children under the age of 13 satisfy certain established nutrition criteria.

In Europe, we adhere to clear guidelines and requirements, including the U.K.'s [OFCOM](#) and [Advertising Standards Authority](#), as well as the Netherlands [Code of Conduct on Kids Marketing](#).



Guidelines for Marketing Breast Milk Substitutes

We are committed to the health and well-being of mothers, infants, and young children. We recognize the importance of exclusive breastfeeding for the first six months of life followed by the introduction of nutritionally adequate and safe complementary foods. To further demonstrate our positions and approach on the manufacture and marketing of breast-milk substitutes, Kraft Heinz has established and published its [Policy on Breast-Milk Substitutes](#).

TRANSPARENCY & LABELING

We have a responsibility to communicate information about our products so consumers can feel good about what they are feeding their families. At Kraft Heinz, we're committed to being transparent and helping consumers make informed food and beverage choices, whether at home or at the grocery store.

Front of Pack Nutrition

Consumers consistently say they want more information on how their food is made and what it contains. To address this need, we are voluntarily making our nutrition information easier for consumers to find by providing nutrition information on the front of our product packaging in certain markets.

Facts Up Front: United States

We have widely implemented the **Facts Up Front** program for key Kraft Heinz products to help consumers plan nutritious meals for their family. This voluntary program was developed in the U.S. in 2011 to increase nutrition transparency and access by displaying calories, saturated fat, sugar, and sodium on the front of each package. The visual informs consumers about the nutrients in each product and how they fit into a balanced and healthy diet as part of the federal daily dietary advice.

Health Star Rating: Australia & New Zealand

Kraft Heinz supports and is voluntarily implementing the **Health Star Rating** front-of-pack labelling system on our packaged food products in Australia and New Zealand. The Health Star Rating system rates the overall nutritional profile of packaged foods using a strict algorithm and assigns a rating from $\frac{1}{2}$ a star to 5 stars. The Health Star Rating is an easy way to help consumers quickly compare the nutrition of similar packaged foods and make healthier food choices. We are dedicated to increasing our overall uptake of the Health Star Rating by adding it to new product labels and when label changes are required on existing products.

SmartLabel: United States & Canada

In the U.S. and Canada, we provide product information through the **SmartLabel website**. Responding to the informational needs of today's consumer, the SmartLabel initiative enables Kraft Heinz to provide consumers with the detailed information they seek about our products. More than 2,000 Kraft Heinz products have been listed on smartlabel.org, including *Boca*, *Capri Sun*, *Classico*, *Gevalia*, *Mio*, *Jell-O*, and many others, with plans to add more.

Traffic Light: United Kingdom

Our journey toward more transparency involves listening to our stakeholders. By participating in the **Traffic Light** program in the U.K., we hope to provide consistency in labeling to U.K. consumers. Under the traffic light system, food and drink labels show whether levels of sugar, salt, and fat are high, medium or low using red, amber and green traffic light colors — and is based on the amount per 100g.





HEALTHY LIVING RECIPES

As part of our continuous efforts to support the needs of today's consumers to prepare, serve, and enjoy delicious snacks and meals, our culinary teams are developing new and innovative recipes. Our internal dietitians and nutritionists have established criteria to help consumers identify recipes which fit within relevant guidelines for healthy eating.

In 2023, we updated and developed additional Kraft Heinz Recipe Guidelines for use across select markets. The International Recipe Guidelines are designed for Kraft Heinz to use healthier on-trend carrier foods while also minimizing less desirable ingredients. They provide guidance on developing nutritious and balanced meals and promote responsible portion sizes. To further communicate and encourage adoption of these guidelines, internal training materials were developed and are available for all Kraft Heinz employees.

Focused on becoming the go-to resource for foodies and beginner cooks alike, recipes on Food in a Minute from Wattie's are trend and insight driven and feature our wide variety of products. With hundreds of recipes for every occasion, from quick dinner ideas to meals for special occasions, Food in a Minute has something for everyone.

Three screenshots of the Food in a Minute website. The first shows a single recipe card for "Best ever spaghetti bolognese". The second shows the same recipe card with more detailed information and a "Go to Recipe" button. The third shows a grid of six smaller recipe cards for "Halloween Jack-o'-lanterns", "Flatbread", "Prawn rice paper rolls", "Beef stir-fry", "Lamb tagine", and "Burgers".

WE OWN OUR SAFETY

Safety in the Workplace

Kraft Heinz is committed to providing a healthy, safe, and secure workplace for employees, contractors, and all people who visit our facilities. Safety Management is built into our fully integrated Kraft Heinz Management System (KHMS), combining best-practice safety principles with other operational functions in a continuous improvement framework. The Environmental, Health, and Safety (EHS) pillar within KHMS states clear expectations and practical steps to manage risk and avoid injuries, and requirements are expected to be followed in every Kraft Heinz facility. We track and measure implementation through internal audits, with results reflected in Management-by-Objectives KPIs and Factory Championship rankings. Due to robust site-level implementation, Kraft Heinz has maintained its safety KPIs over the last year, continuously representing some of the best results among our industry peers.

Severity Prevention

The severity prevention indicator provides significant input to our global EHS program. It establishes a culture of intervention that encourages all employees and contractors to proactively identify and report near misses and unsafe conditions and behaviors. In this way, we can anticipate preventative actions to address these situations before they escalate to an actual injury.

We study near-miss data thoroughly and have identified the top three precursors to accidents: safe access to and securing of machinery, powered industrial vehicles, and hazardous materials. The identification of these precursors has enabled us to focus on the instances that could lead to severe injuries or fatalities and prevent them. Our leadership is engaged in understanding how these precursors may harm our people and operations and allocates resources to mitigate or eliminate risks.

In order to further support our journey to reduce severe injuries and fatalities (SIF), Kraft Heinz adopted the SIF rate in 2023. This metric measures the number of severe actual and severe potential injuries and provides a straightforward reading of the severity of work-related injuries, which will allow us to continue to laser focus on their elimination.

In addition, Kraft Heinz manufacturing employees have access to many tools and programs to help keep safety in mind. These include STOP. THINK. ACT., a program to support the proactive reporting of near misses and unsafe conditions or behaviors, and Safety Triggers, a tool to help employees anticipate the potential risks of their tasks by taking a step back and identifying potential safety triggers prior to starting their task.

Total Recordable Incident Rate

Our compiled worldwide Total Recordable Incident Rate (TRIR) is a medical incident rate based on the U.S. Occupational Safety and Health Administration (OSHA) record-keeping criteria (injuries per 200,000 hours). Kraft Heinz is proud of its safety track record and have maintained our TRIR at 0.53 compared to 2022. We will keep strengthening our safety culture towards our goal of zero loss.

**2023 TRIR
0.53**



Digital Journey to Support Safety Behaviors at Our Factories

In 2023, as part of Kraft Heinz's continued journey to improve how we interact with safety behaviors at our global factories, we launched a new digital safety behavior operating system, BOS out-of-the BOX. This digital behavior operating system has already been game-changing—replacing the paper forms teams relied on with digital tools that make it much easier to track and monitor site safety trends and instill a safety mindset.

Through BOS out-of-the BOX, site leadership uses a QR code that links to a digital form to gather safety behavior observations and feedback from team members. Site leadership posts the QR code in rotating areas around the location based on safety focus and team members easily scan the QR code and fill out the digital safety behavior forms on their phones, also prompting routine conversations about key safety behaviors.

The information collected through these digital forms flows into a dashboard used by factory leadership and our safety teams to monitor site safety observations in real-time and track which safety behaviors are working well across all factories and where we can improve. This data-focused approach allows Kraft Heinz to spot safety issues earlier, reduce the number of incidents, and help everyone follow important safety rules, making our workplace safer and more efficient while also reinforcing our quality and safety culture.





ENVIRONMENTAL STEWARDSHIP

At Kraft Heinz, environmental stewardship is key to our focus on sustainable growth. It begins with our operational footprint, where we actively strive to conserve water and energy, reduce emissions, minimize waste, and make our packaging sustainable. Our manufacturing facilities can consume significant resources, so we focus our efforts on environmental stewardship to minimize impact to the environment. We also prioritize reducing our impact across our value chain both upstream with our suppliers and downstream with customers and consumers.



ENVIRONMENTAL SUSTAINABILITY GOALS

Kraft Heinz is committed to reducing its operational environmental footprint. We have prioritized projects across our global manufacturing network in the areas of water conservation, energy use and greenhouse gas emissions (GHGs), waste reduction, and packaging.



In 2023, we reduced water use intensity by 8 percent for all facilities and by nearly 20 percent in high-risk watershed areas compared to our 2019 baseline. We also reduced energy use intensity by 5 percent and waste to landfill intensity by 11 percent compared to our 2019 baseline. We remain confident in our management systems (read more about our Kraft Heinz Management system to the right) and governance structures and continue to leverage appropriate resources to address challenges and opportunities as we progress toward our manufacturing ESG goals.

We continue to recognize the significant environmental impacts a growing population can have, and we remain steadfast in balancing production processes that can meet

global food demand with efficient operation. Our [Global Environmental, Health and Safety Policy](#) details our approach to employee safety and the protection of the environment. We continuously monitor, measure, mitigate, and eliminate, when possible, the risks and impacts of our current and future operations to protect the environment.

Through thorough assessment and strong management processes and routines, we see opportunities for improvement at various stages of our operations, and we continue to learn from external perspectives, as well as ourselves, by continuously fostering efficiency improvements in an environment of collaboration, ownership, and innovation.



The Kraft Heinz Management System

The Kraft Heinz Management System (KHMS) is a set of standard practices and routines that are tailored to advance our operational excellence journey and manage continuous improvement at our factories. KHMS is one of the key drivers of our sustainable manufacturing strategy as it guides the implementation of practices to reduce water use, energy use, GHG emissions, and waste output. These practices help guide our manufacturing teams to challenge themselves toward our strategic goals and learn better ways to improve and sustain their results.

WATER USE & CONSERVATION



Reduce water use intensity by 15% across our manufacturing facilities by 2025 (per metric ton of product made).

PROGRESS

-8.1%

Water is fundamental to all life and business either directly or indirectly. Making high-quality products requires that we begin with high-quality ingredients, of which fresh-quality water is a key input. As a food and beverage company, having access to sufficient amounts of high-quality freshwater, both now and in the future, is critical to our business. Water is used in many areas of our value chain. It is a vital input for growing various agricultural ingredients we use in our products. We also use water as a direct ingredient and for our manufacturing, cleaning, and sanitation processes. Access to high-quality water is pivotal for us to achieve our high standards of food safety and quality. High-quality water will continue to be a vital component throughout our value chain.

Kraft Heinz has been a signatory of the CEO Water Mandate since 2020. We are focused on water stewardship in each aspect of our business. Within our operational boundary, we have set a goal to reduce our water use intensity by 20 percent across manufacturing facilities in high-risk watershed areas and 15 percent across all manufacturing facilities by 2025 with a 2019 baseline. Our water reduction strategy consists of a variety of aspects, including partnerships with water efficiency experts, water recycling programs, and best practice sharing among our global facilities.

Water reduction is part of the KHMS, which we use to implement water-saving measures across our facilities. For less mature facilities, the KHMS first focuses on water-saving essentials, which include practices like leak detection routines. For mature facilities, we expect sites to have a fully automated water management system in place. During our annual Champions Week and through campaigns like Don't Be a Drip (see example about Cairo on page 44), employees are able to share best practices from their factories and learn from others about water-saving improvements.



Reduce water use intensity by 20% in high-risk watershed areas by 2025 (per metric ton of product made).

PROGRESS

-19.5%

Across our supply chain, we manage water risk as part of our supplier sustainability program. In general, all Kraft Heinz suppliers are asked to abide by our Supplier Guiding Principles, which include stipulations on responsible water stewardship. For key commodities, we have more in-depth mechanisms to oversee water stewardship such as our Sustainable Agricultural Practices Manual, sustainably-sourced tomatoes goal, and grower audits (see page 65 for more details on our sustainable agriculture program).

2023 Progress

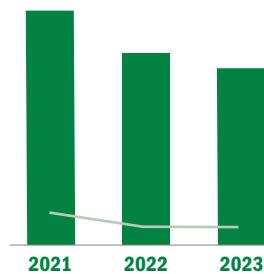
In 2023, we improved water use intensity by 8.1 percent across our manufacturing facilities and by 19.5 percent across our manufacturing facilities in high-risk watershed areas compared to our 2019 baseline. We are proud that in 2023 we nearly achieved our goal to reduce water use intensity by 20 percent in high-risk watershed areas. This significant progress on our goal was due to furthering our water recycling and efficiency programs as well as our embedded plans to drive improvements in high-risk areas.



WATER USE & CONSERVATION (CONT.)

Looking Ahead

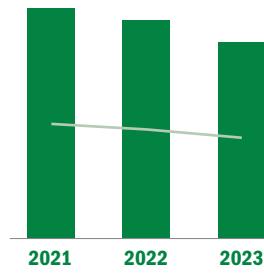
At Kraft Heinz, we are always striving to further understand risks and manage water stewardship across our value chain. We are currently working on a global water policy and will share details in future reporting.



Water Use Goal Progress (All Manufacturing Facilities)*

	2021	2022	2023
Water Use (Megaliters)	39,778	32,608	30,455
Water Use Intensity (Cubic meters per metric tons production)	5.1	4.5	4.5

We aim to decrease water use intensity by 15 percent in all manufacturing facilities by 2025. In 2023, we reduced overall water use intensity by 8.10 percent as compared to our 2019 baseline.



Water Use Goal Progress (High-Risk Watershed Manufacturing Facilities)*

	2021	2022	2023
Water Use (Megaliters)	11,532	10,765	9,709
Water Use Intensity (Cubic meters per metric tons production)	6.8	6.5	6.1

We aim to decrease water use intensity by 20 percent by 2025 at our water stressed sites. In 2023, we reduced water use intensity by 19.50 percent as compared to our 2019 baseline.

Don't Be a Drip: Employees Take Action to Save Water in Cairo, Egypt

While Kraft Heinz leverages technology and other solutions to drive improvements toward our water reduction targets, we also continue to modify our ways of working to strengthen our water-saving culture. An example of how we're achieving this progress is through employee-led water-saving campaigns. These global campaigns empower our employees to identify improvements we can take to save water and reduce water consumption across our operations.



In 2023, five of our factories led "Don't Be a Drip" campaigns, including our Cairo, Egypt facility, which is in an area that is defined as water-risk. During the challenge, employees tracked facilities' daily water consumption, conducted water-saving walks, as well as implemented and planned future water-saving actions. In Cairo alone, employees implemented, planned, and investigated more than twenty water reduction actions during the challenge—from fixing pipe connections to improving cooler efficiency—actions that were estimated to save up to 48 cubic meters of water per month.

*Please note that environmental data for years between the base year (2019) and reporting year are not recalculated for acquisitions and divestitures as per our Basis of Reporting for ESG indicators.



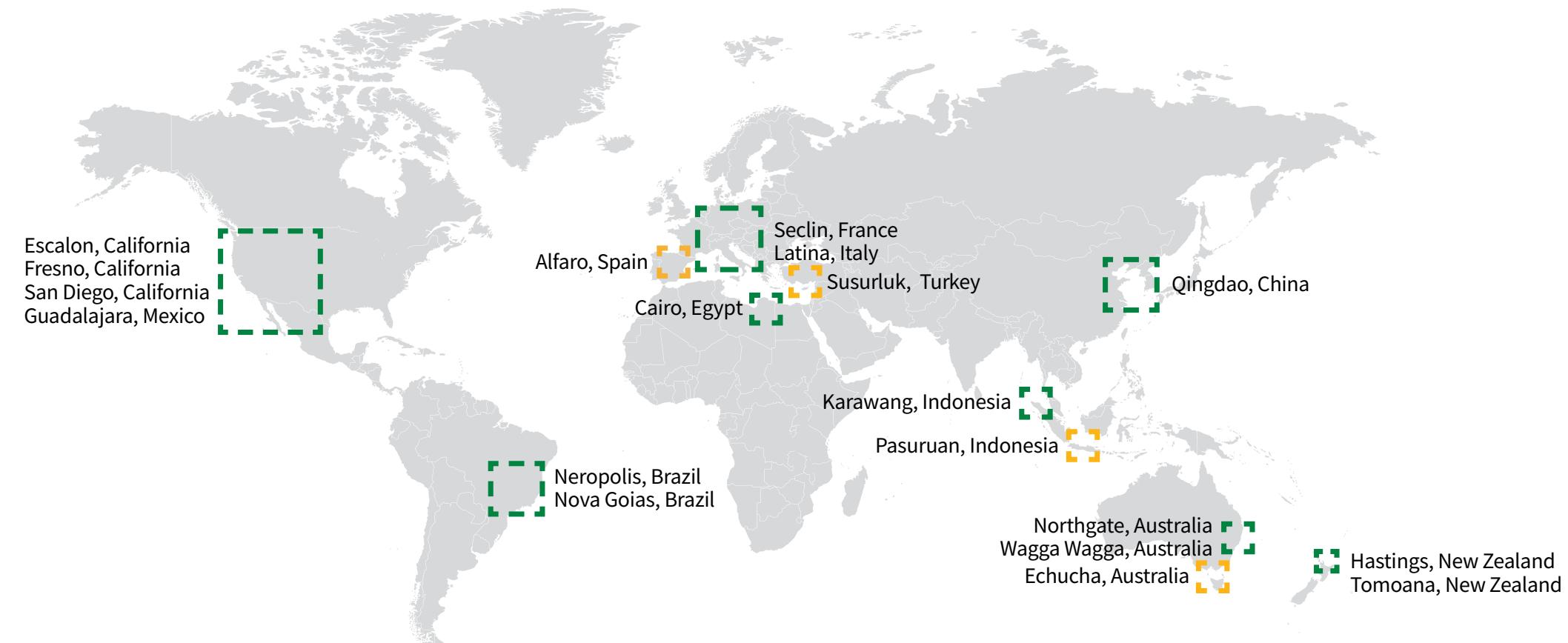
WATER RISK ASSESSMENT

We conduct a water risk assessment of our global manufacturing operations every two to five years with interim assessments as needed. These assessments leverage tools like the World Resources Institute's (WRI) Aqueduct along with the subject matter expertise of external consulting partners. We then evaluate our watershed conditions to validate economic scarcity factors not fully addressed by the database indicators. For each of our evaluated facilities, we identify physical, legislative and reputational risks.

Our water risk assessment was updated in 2023. In this update, we identified four new Kraft Heinz sites (noted below on the map in gold) that have some degrees of elevated water stress and removed three sites. We will bring these four new sites under our already-established routes and routines for high-risk areas. As of December 2023, of the 67 manufacturing facilities we operate, 19 facilities had some degrees of elevated water stress.

In addition to water reduction targets, we also developed a plan that focuses on high-risk areas to drive improvements and mitigate risks and to provide updates on our ongoing risk evaluation.

We evaluate any interim mitigation strategies as needed.



ENERGY USE & CONSERVATION



Reduce **energy use intensity** by 15% across our manufacturing facilities by 2025 (per metric ton of product made).

PROGRESS

-4.6%

Manufacturing our products into finished packaged goods and maintaining our highest standards of safety, quality, and sanitation, all while providing a comfortable and secure environment for our employees to work, can consume significant amounts of energy. In this type of interdependent environment, we know many opportunities exist to reduce energy consumption through operational optimization. Our scale provides us with a unique ability to test concepts at various facilities, learn, prove outcomes, and then implement successful energy-saving initiatives across our business.

We are on a journey of continuous improvement to identify our opportunities in this area and capitalize on them. Kraft Heinz has set a goal to reduce energy intensity by 15 percent across our manufacturing facilities with a 2019 baseline. Our energy reduction strategy includes a variety of aspects such as advanced monitoring and the implementation of our good operating practice guidelines such as machinery upgrades, heat recovery projects, and improved condensate return.

2023 Progress

In 2023, we improved energy use intensity by 5 percent across our manufacturing facilities compared to our 2019 baseline. We continued to deploy utilities good operating practices and launched our global Energy and Utilities program across our sites. This program supports our factories in identifying technologies and systematic operational routines they can put into place to continuously improve their energy efficiency as well as their implementation prioritization based on projected energy savings.

Our Kitt Green facility in the United Kingdom is one of Europe's largest food processing facilities. In 2023, the facility invested in an equipment and systems control upgrade to its cooling tower fans and pumps to improve energy efficiency, performance and reliability. The site's cooling towers supply chlorinated cooling water to the production facility through a closed loop system that recovers condensate and is designed to reduce water loss. Cooling tower fans are essential in cooling the water that flows through this system, however, the fans at Kitt Green were consuming high amounts of energy, limiting airflow and had redundant power and control systems. To address these challenges, the facility implemented an equipment and controls

improvement. In addition to installing more energy efficient equipment, the systems upgrade allows the onsite team to optimize utilization of different cooling fans and pumps based on required capacity at any given moment instead of running all continuously. As a result, the facility is projected to save approximately 1,698,000 kilowatt hours of electricity in 2024.

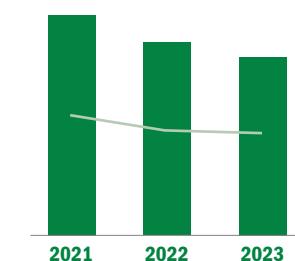
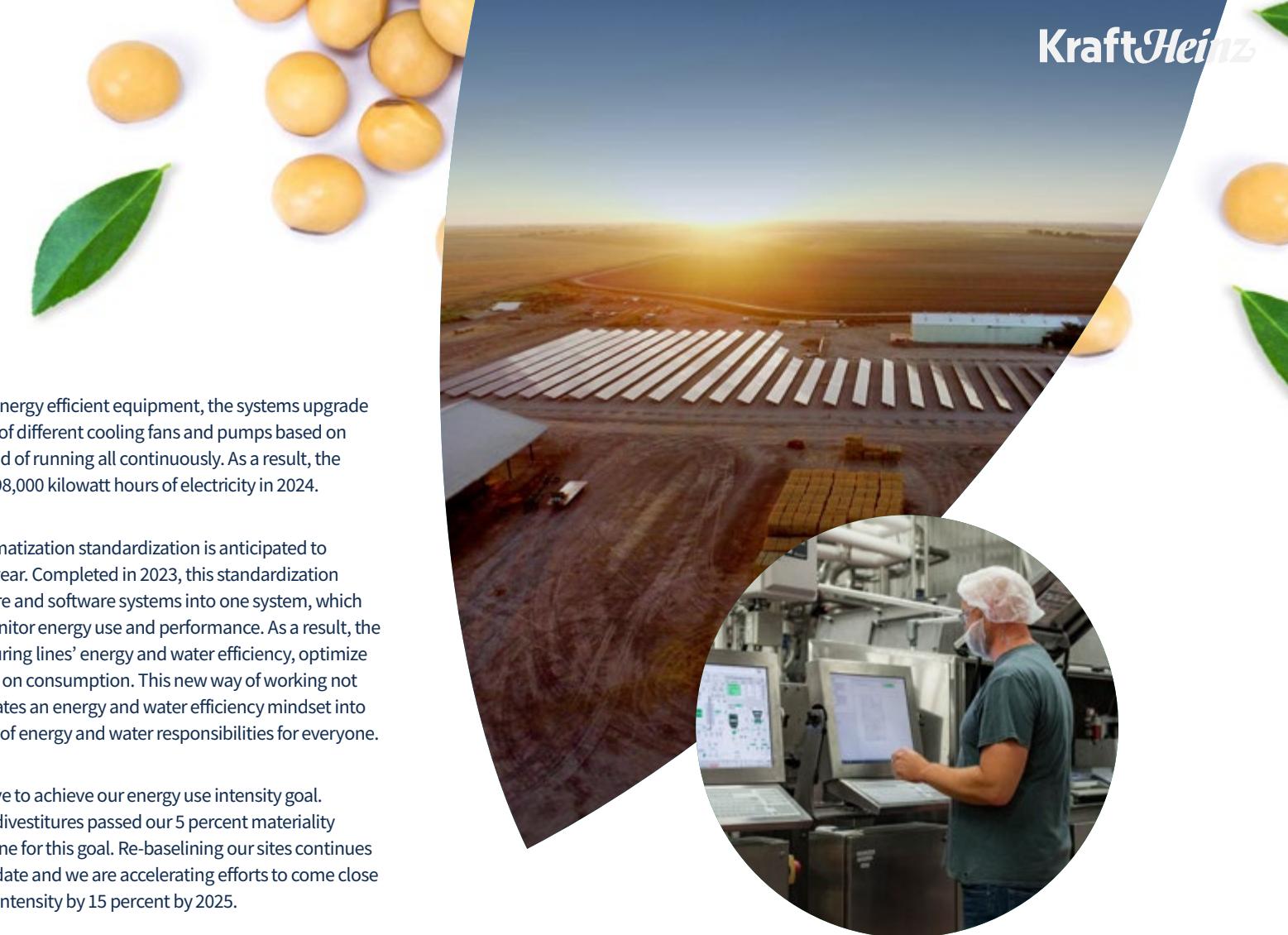
At our Nova Goias facility in Brazil, plant automatization standardization is anticipated to save 130,980 kilowatt hours of electricity per year. Completed in 2023, this standardization integrates functionalities from onsite hardware and software systems into one system, which allows the onsite team to better track and monitor energy use and performance. As a result, the technical site team can control the manufacturing lines' energy and water efficiency, optimize shutdown procedures and centerlining based on consumption. This new way of working not only streamlines performance but also integrates an energy and water efficiency mindset into overall facility controls and makes proper use of energy and water responsibilities for everyone.

We are cognizant of the road ahead as we strive to achieve our energy use intensity goal. In 2022, the combination of acquisitions and divestitures passed our 5 percent materiality threshold and required us to adjust our baseline for this goal. Re-baselining our sites continues to have a negative impact on our progress to date and we are accelerating efforts to come close to or achieve our goal of reducing energy use intensity by 15 percent by 2025.

Looking Ahead

We continue to roll out a robust energy reduction roadmap in line with our global net zero strategy. In 2024, we will continue to focus on deploying activities aligned with the three KHMS pillars that comprise our global energy and utilities program—the routines, capabilities, and technologies we are putting in place to strengthen essential energy performance across all facilities while also supporting innovative efforts to build the utilities of the future. Through the deployment of these three pillars, we are on a journey to standardize the routines and ways of working across our facilities, strengthen the Kraft Heinz community of experts in utilities management, and continue to build our shared operations culture of energy and water reduction.

*Please note that environmental data for years between the base year (2019) and reporting year are not recalculated for acquisitions and divestitures as per our Basis of Reporting for ESG indicators.



Energy Goal Progress*

	2021	2022	2023
Energy Consumption (MWh)	4,809,802	4,202,158	3,879,490
Energy Intensity (kWh per Metric Tons Production)	621	580	578

We aim to decrease energy use intensity by 15 percent by 2025. In 2023, we reduced energy use intensity by 4.59 percent as compared to our 2019 baseline.

NET ZERO & SCIENCE BASED TARGETS



Achieve **net zero carbon emissions** by 2050, halving same by 2030.

In 2021, Kraft Heinz pledged to achieve net zero greenhouse gas (“GHG”) emissions across our operational footprint (Scope 1 and Scope 2) and entire global value chain (Scope 3) by 2050, establishing our major commitment to contribute to global efforts to reduce the ongoing threat of climate change. Like many other companies in the food and beverage industry, we have faced internal and external challenges in delivering on our net zero targets. External factors such as the slow pace of technology readiness, infrastructure development, and evolving governmental policies have created unanticipated barriers.

To comply with the latest standards and address these challenges, Kraft Heinz is currently re-evaluating our targets to ensure adherence to the latest GHG Protocol Land Sector and Removals Guidance. We will share any future updates to our targets and a detailed 2030 pathway for SBTi, including a comprehensive Net Zero transition plan, in 2025.

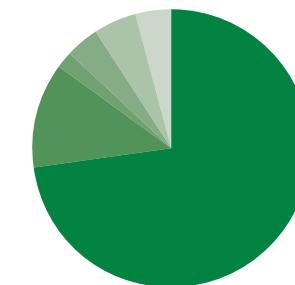
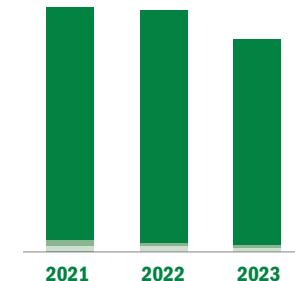
2023 Progress

Kraft Heinz’s net zero plan focuses first on making efficiency gains in the facilities where we have direct operational control. In 2023, we significantly reduced our Scope 1 and 2 emissions in part due to decarbonization initiatives across manufacturing and logistics as well as continued progress on our goal to procure a majority of electricity from renewable sources by 2025.

A considerable portion of our total carbon footprint is from our Scope 3 emissions, and more specifically originates in our supply chain (see graphs to the right for emissions breakdown). Agricultural and ingredient-related emissions are particularly significant and provide the greatest opportunity for reduction through increased collaboration and transitioning to regenerative agriculture.

We recognize that environmental programs related to our other sustainability targets like deforestation, water, and biodiversity will be key in supporting our 2030 pathway for SBTi. In 2023, we continued to work on a global water policy and established a new framework that

We are continually striving to improve the accuracy of our Scope 3 emissions reporting. There were several material amendments made to our 2021 Scope 3 figures due to data error, improved data quality, inclusion of FLAG emissions, and/or improvements in calculation methodology.



aligns our broader environmental programs with our Net Zero ambitions, which is consistent with industry best practices.

Looking Ahead

While we have made progress in 2023, we have substantial work ahead of us. We are working to further embed our net zero strategy within our 10-year strategic plan and validate our targets and roadmaps by SBTi. To support our transition plan, we are evolving our capabilities to track and assess our Net Zero activities across departments. This will be crucial for ensuring data accuracy, verifying feasibility, and providing insights for decision-making, enhancing our governance of the process. We are still exploring investments in critical technologies including carbon removals, where we have clear scientific evidence of material GHG emissions reduction.

Scope 1, 2 and 3 Greenhouse Gas Emissions Progress (Metric tons CO2e)

	2021	2022	2023
Scope 1	586,455	501,786	455,972
Scope 2*	616,650	457,547	399,330
Scope 3	27,616,259	27,426,878	25,187,618

* Market-based

2023 Scope 3 Emissions Breakdown (Metric tons CO2e)

Scope 3 Category	2023
Purchased Goods & Services	17,483,259
Upstream Transportation & Distribution	2,922,914
Downstream Transportation & Distribution	373,304
Use of Sold Products	1,061,925
End-of-Life Treatment of Sold Products	1,290,367
All Other Categories	973,091



Decarbonization Initiatives at Two Indonesia Factories

In 2023, Kraft Heinz sites at Pasuruan and Karawang became the first among the company’s worldwide operations to reduce their emissions by more than 95 percent compared to a 2021 baseline. To reach this achievement, both sites replaced the coal used to generate steam for their processes with sustainable biomass, installed solar technology systems on their roofs to take advantage of the plentiful sunlight in Indonesia and executed renewable electricity contracts with Indonesia’s national electricity company for their remaining energy needs. In Pasuruan, energy for plant operations is now created from candlenut shell remnants, an agricultural waste product collected from local farmers who grow candlenuts and crack the nuts before selling. In our Karawang factory, near Jakarta, the team opted to add steam capacity with a new rice-husk boiler and also changed the fuel of an existing coal boiler to palm kernel shells. To further reduce their energy consumption, the site also transitioned the onsite forklift trucks from diesel fuel to electric.



RENEWABLE ELECTRICITY

Kraft Heinz is committed to operating responsibly and doing part in the critical global efforts to reduce the harmful impacts of climate change.



Procure majority of electricity from **renewable sources** by 2025.

PROGRESS

22.3%

A big component of this commitment is both reducing how much energy we consume, and thereby reducing the associated emissions where applicable, as well as rethinking our energy sources and supporting to expedite the energy transition. As such, we have set a goal to procure the majority of electricity from renewable sources by 2025.

2023 Progress

In 2023, we expanded our renewable electricity sourcing to regions beyond North America and Europe, including Latin America and Asia Pacific. We also prepared a detailed assessment of global sourcing opportunities in our key markets and continued to work with renewable electricity generators to develop projects to increase our renewable electricity volume. Furthermore, on-site photovoltaic (PV) solar generation capacity was installed at two Kraft Heinz sites in Indonesia, which will serve as the blueprint for further PV projects being developed at other Kraft Heinz sites next year. In selected markets, Kraft Heinz also entered into green utility contracts or supply contracts bundled with renewable energy attribute certificates (EAC), such as iRECs.

BHE Renewables Investment



Kraft Heinz confirmed the expansion of volume delivered to us by BHE Renewables' 158-megawatt Gopher Creek wind farm in Scurry County, TX. At the start of 2025, this vPPA is expected to cover more than 50 percent of current electricity usage at our U.S. operations, a significant portion of our global energy usage.

Repsol Wind Energy Investment



Engineering and construction of the La Paul II wind project started in 2023. The project is expected to generate the first kilowatt hour by the end of 2024 and reach full operations in 2025. Prior to delivering renewable electricity as part of our vPPA, Repsol will deliver pre-production renewable energy attribute certificates (EACs) from other qualified projects to Kraft Heinz. Once fully operational, the Repsol project will deliver renewable electricity for an estimated 90 percent of Kraft Heinz's European usage.

Looking Ahead

We are encouraged by our progress in 2023 and remain confident in the roadmap we have put in place towards our 2025 renewable electricity procurement goal due to the additional vPPA capacity we have already contracted for 2024 and 2025, plans underway for the installation of additional on-site PV solar projects and other global initiatives being developed. We recognize the need to continue to identify and implement new renewable energy projects across the world to support our net zero commitments. Kraft Heinz is planning to expand through impactful projects, offering verification, diversification of technologies and locations, and additionality to the build-out of renewable electricity generation capacity, and supporting decarbonization of local grids and our operations.



WASTE REDUCTION



Reduce **waste to landfill intensity by 20%** across our manufacturing facilities by 2025 (per metric ton of product made).

PROGRESS -11%

At Kraft Heinz, we think about waste holistically. To source, produce, and package food and beverage products requires several inputs and outputs related to ingredients and byproducts, material flows, and end-of-life packaging considerations. When we think about materials and food-related flows, detailed waste evaluations help us identify where we can ‘prevent, reduce, repurpose, and recycle.’

Kraft Heinz has set a goal to reduce our waste to landfill intensity by 20 percent across manufacturing facilities with a 2019 baseline. Our waste reduction strategy includes a variety of levers including waste minimization and diversion to beneficial use.

2023 Progress

In 2023, we improved waste intensity by 11 percent compared to our 2019 baseline. Our facilities continue to be steadfast in their waste minimization through the identification and reallocation of waste streams for beneficial use, primarily for food and packaging waste. In late 2022, an external facility we used to recycle animal protein byproducts in the U.S. experienced a significant disruption in operations, which caused us to have a temporary gap in waste diversion coverage. Before this disruption, we had almost achieved our goal to reduce waste to landfill intensity by 20 percent across our manufacturing facilities. We spent the greater part of 2023 finding a solution to this issue and have put in place alternative ways to manage this byproduct.

Looking Ahead

As we look to the future, we are continuing to prioritize key global facilities for waste elimination. Our facilities continue to seek opportunities to reduce the waste we generate and divert waste for beneficial reuse and other by-products. We are also focused on improving manufacturing yield and thus reducing and eliminating waste early in the production process.



*Please note that environmental data for years between the base year (2019) and reporting year are not recalculated for acquisitions and divestitures as per our Basis of Reporting for key ESG indicators.



Waste Reduction in Granite City

In just two years, our Granite City manufacturing facility in Illinois has reduced total waste to landfill by more than 85 percent compared to a 2021 baseline. In 2023, the facility, which produces our popular *Capri Sun* pouches and *Kool-Aid BURSTS* and pouches, diverted approximately 90 percent of its materials to recyclers and is actively pursuing the diversion of remaining materials to beneficial uses. Key to the site’s progress is its employees’ shared responsibility for waste reduction. Through robust training, staff engagement, and daily onsite routines, all employees own a piece of the waste reduction efforts.

Onsite collection and segregation vessels are placed throughout the facility and leadership has prioritized investments in tools that make it easy for employees to recycle materials. As a result, the Granite City facility is able to process and collect varied materials such as white wood pallets, metal drums, scrap wood, metal strapping, label backing, cardboard cores, plastic jugs, and more. For example, poly-blend foil pouches containing juice that cannot be sold or donated to a local food bank are collected and run through a process that crushes them and then aggregates them into foil bales. Once these foil bales are made and properly dried, they are placed on a pallet and sent to a recycling vendor.





REDUCING FOOD WASTE

Food waste is an important priority at Kraft Heinz. We focus on the entire value chain in terms of where food waste can be reduced. This includes sourcing, production, transportation, shelf life, use, and end-of-life. We analyze and test how processes, products, and packaging can be optimized. We investigate where byproducts or unwanted finished products can find other uses versus going to landfill, such as product donations to those in need, and composting to bring nutrients back to the land.

Kraft Heinz has joined together with industry peers to eliminate food waste globally. Kraft Heinz U.K. and Kraft Heinz Canada have both joined national commitments to reduce food waste.

U.K.: In the U.K., Kraft Heinz is a member of the Food Waste Reduction Roadmap (FWRR) initiative. Hundreds of food-related organizations have committed to supporting this initiative, which aims to reduce food waste in the U.K. by 50 percent by 2030. The initiative is run by IGD (a food research and training organization) and WRAP (a nonprofit focused on sustainability) to verify data and encourage best practices. Kraft Heinz committed to setting a target for food waste reduction across our own operations towards the broader goal, and to also work in partnership with suppliers and consumers to that end. WRAP committed to report results in 2019, 2022, 2026 and issue a final report in 2031 against the 50 percent reduction goal.

Canada: In Canada, Kraft Heinz has joined seven other companies in a pledge to reduce food waste in operations by 50 percent by 2025. Kraft Heinz will use the globally recognized Food Loss and Waste Accounting and Reporting Standard to report our progress. Kraft Heinz Canada is also a member of Loblaw's 10x20x30 Initiative, a key effort of the Consumer Goods Forum's global Coalition of Action on Food Waste.

Kraft Heinz joined the Consumer Goods Forum (CGF) Food Waste Coalition of Action in 2022. The aim of the Food Waste Coalition of Action is 'to halve per capita global food waste at the retail and consumer levels and to reduce food losses along production, and supply chains including post-harvest losses.' Kraft Heinz continues to participate in monthly workgroup meetings and is currently reviewing its food waste strategy.



SUSTAINABLE PACKAGING



Aim to make **100% recyclable, reusable or compostable packaging** by 2025.

PROGRESS

87%



Aim to reduce our use of **virgin plastic globally by 20% by 2030** (versus 2021).

At Kraft Heinz, we are working to reduce our operational footprint and have a positive impact on the environment. Our comprehensive approach to packaging seeks to maintain food safety and quality, reduce waste, conserve natural resources, and meet extensive packaging regulations, while satisfying our consumers' expectations by delivering the same functionality they know and love.

To do so, we operate within the entire packaging ecosystem. We design recyclable, compostable, and reusable packaging, support packaging infrastructure development and encourage consumer participation in packaging disposal.

In 2023, we announced a new goal to reduce the use of virgin plastic in our global portfolio. We're doing three things to support this ambition: 1) using less plastic in our packaging, 2) using more recycled content, and 3) using alternatives to plastic. This builds on our progress with the U.S., Canada, and U.K. Plastic Pacts to increase the use of recycled content in our packaging as we aim to replace 15 percent of our U.S. PET rigid plastic packaging portfolio with post-consumer recycled content by 2025.

To better understand how much of our packaging is recyclable, reusable, and compostable, we partner with environmental consultancy group Lorax EPI. At the end of 2023, 87 percent of our global packaging portfolio was recyclable, reusable, or compostable*. The majority of our packaging is made up of recyclable materials, including paper, glass, rigid plastic, or metal. The remaining percentage of our packaging is mostly made up of multi-material plastics, including film and flexible materials. This format is valuable in food packaging to protect our products throughout the entire shelf life, maintain quality, prevent food waste, and deliver functionality that meets customer and consumer expectations. However, the recycling infrastructure in many of the countries where we sell our products is not yet advanced enough to collect, recycle, and convert these materials into viable end products at scale.

While we are proud of the progress we've made and remain committed to our goal, we may not be able to achieve it by the end of 2025 given what's required within the entire packaging ecosystem for the remaining part of our portfolio to be recyclable, reusable, or compostable. We are continuing to evaluate our sustainable packaging strategy, next-generation packaging goals, and design principles for innovations to align with our company strategy and net zero ambitions, and we are heavily investing in external consortiums and initiatives to drive recycling and composting materials and infrastructure.

* Based on weight of consumer and traded packaging materials.





DESIGNING BETTER PACKAGING

When we design packaging for our wide range of products, we consider the appearance, functionality, cost, and environmental impact, focusing on product integrity through production, distribution, shelf life, and end-of-life.

Incorporating more post-consumer recycled content into our portfolio

With the announcement of our goal to reduce the use of virgin plastic in our global packaging portfolio, our teams are already at work to secure a supply of more recycled content and incorporate it within our portfolio. *Kraft* Real Mayo, *NotMayo*, and *Miracle Whip* are leading the charge. In 2023, the brands announced the transition to 100 percent recycled content in bottles and jars in the United States beginning in 2024. *Heinz* also moved to 30 percent recycled content in most of its bottles in Brazil, Mexico, and Europe.

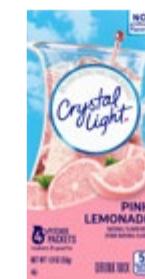
Kraft NotCheese Slices uses post-consumer recycled (PCR) content to reduce virgin plastic

One of the latest reimagined products from The Kraft Heinz Not Company, the joint venture between Kraft Heinz and NotCo, *Kraft* NotCheese plant-based slices deliver flavor, melt, and texture. Launched in 2023 in the United States, the product's packaging incorporates a minimum of 15 percent post-consumer recycled content.



Crystal Light multi-serve containers switch away from plastic

In 2023, we transitioned our multi-serve *Crystal Light* packaging from plastic containers to paperboard. The new paperboard packaging is widely recyclable and is anticipated to reduce plastic use by approximately 3 million pounds each year, moving us closer to achieving our Virgin Plastic Reduction goal.



Heinz recyclable closure officially rolls out in the U.K.

In 2023, our innovative mono-material dispensing Balaton closure for *Heinz* ketchup won several awards including the U.K. Packaging Awards and a Packaging Europe Sustainability Award. This closure is an innovative solution that replaces the non-recyclable silicone valve that is typically present in squeeze bottles, making the cap recyclable. The product was rolled out in the U.K. at the end of 2023 for 400ml and bigger top-down bottles of *Heinz* tomato ketchup, including 50 percent less sugar and salt varieties. In the future, the cap will also be rolled out across more of the *Heinz* sauces portfolio in Europe and other regions. Developed in 2022, this closure helped us achieve our goal of creating a fully circular *Heinz* tomato ketchup bottle in Europe.

DESIGNING FOR RECYCLABILITY

We are designing our packaging to align with existing or expected future industry standards. For example, we are working to make our film and flexible portfolio ‘Designed for the Future of Recycling’ (DFR), meeting industry guidelines where relevant across the globe, like the Association of Plastic Recyclers (APR), the Consumer Goods Forum Plastic Waste Coalition of Action’s Golden Design Rules (GDRs), and Circular Economy for Flexible Packaging (CEFLEX). Additionally, we are investing and partnering externally across numerous organizations to help improve and develop critical recycling and composting infrastructure required for DFR.

In 2023, we became a founding member of the Circular Action Alliance (CAA), a 501(c)(3) nonprofit Producer Responsibility Organization (PRO) approved to implement Extended Producer Responsibility (EPR) laws for paper and packaging in California and Colorado. CAA intends to operate as a PRO in states that have enacted EPR laws for paper and packaging to deliver harmonized best-in-class compliance services, scale innovation, and build systems that help both companies and consumers waste less and recycle more.

Breakdown of Kraft Heinz’s Packaging Categories

CATEGORY	PERCENT OF PORTFOLIO	DESCRIPTION
Recyclable	87%	Includes materials considered recyclable, widely recyclable, check locally and those included in specific recycling programs such as TerraCycle. Packaging classified as recyclable meets country or regional design guidelines that fit with either existing recycling programs or global frameworks. Typically accepted packages include those made of PET, Polypropylene, HDPE, rigid metals, glass, and cardboard where they do not contain other disruptive elements.
Reusable	0%	Includes materials that can be widely recovered and refurbished (e.g. take-back programs) to be used multiple times.
Compostable	<1%	Includes certified compostable packaging.
Designed for the Future of Recycling	1%	Includes materials that are designed for recycling but are not yet widely recyclable based on current infrastructure. These may include items such as film and flexible packaging, which are collected for recycling at store drop-off locations in the U.S. We utilize guidelines from CEFLEX and other leading frameworks to determine materials that are designed for the future of recycling globally.
Currently Not Recyclable	12%	Includes all other materials not currently recyclable. This does not include materials Designed for the Future of Recycling.



Plastic Packaging Design: Consumer Goods Forum Golden Design Rules

Developed by the Consumer Goods Forum Plastic Waste Coalition of Action, the Golden Design Rules (GDRs) for packaging design are a set of voluntary, independent commitments, which together reach over 90 percent of plastic packaging available on the market and will create significant value for the industry and wider system. Kraft Heinz has endorsed five of the Golden Design Rules, including:

- Golden Design Rule #1: Increase recycling value in PET bottles
- Golden Design Rule #2: Remove problematic elements from packaging
- Golden Design Rule #5: Increase recycling value for PET thermoformed trays and other PET thermoformed packaging
- Golden Design Rule #6: Increase recycling value in flexible consumer packaging
- Golden Design Rule #7: Increase recycling value in rigid HDPE and PP



GLOBAL PACKAGING INDUSTRY PARTNERSHIPS & COLLABORATIONS

At Kraft Heinz, we believe that collaboration is the backbone driving ESG progress. Many of our internal subject matter experts within the organization take on leadership roles in global, industry-wide coalitions to drive circularity across the packaging value chain.



4evergreen | Europe

4evergreen is an alliance of manufacturers, designers, brand owners, researchers, and recyclers who have a shared goal of perfecting the circularity and sustainability of fiber-based packaging. Kraft Heinz is an active member.



AMERIPEN® | United States

AMERIPEN is the only organization exclusively focused on U.S. public policy for the entire packaging industry for all materials. They advocate on behalf of the entire packaging value chain to advance the packaging industry's public policy objectives. Kraft Heinz is a Board Member and serves on several committees.



Association of Plastic Recyclers (APR) | North America

APR is an international non-profit organization focused exclusively on improving recycling for plastics. Kraft Heinz technical experts sit on the Film Technical Committee and PET Technical Committee.



Canada Plastics Pact | Canada

The Canada Plastics Pact is leading Canada's response to the escalating plastic crisis. Kraft Heinz is a Founding Signatory Partner and participant in multiple working groups.



Closed Loop Partners | United States

Closed Loop Partners is a firm at the forefront of building the circular economy. Kraft Heinz is a Supporting Partner of the Composting Consortium, managed by Closed Loop Partners' Center for the Circular Economy.



Circular Economy for Flexible Packaging (CEFLEX) | European Union

CEFLEX is the collaborative initiative of a European consortium of companies representing the entire value chain of flexible packaging. Kraft Heinz is an active stakeholder.



Circular Materials | Canada

Kraft Heinz is a Founding Member and Chair of the Board of Directors of this national not-for-profit producer responsibility organization (PRO) that serves, represents, and supports producers in meeting their extended producer responsibility requirements across Canada. This includes building enhanced recycling systems that ensure more materials are looped into the circular economy, benefiting both people and the environment.



Consumer Goods Forum Plastic Waste Coalition of Action (PWCoA) | Global

The CGF's Coalition of Action on Plastic Waste and its member companies are committed to engaging in efforts to move from a linear to a circular economy. Kraft Heinz is an active member in several workstreams.



HolyGrail 2.0 | Europe

The Digital Watermarks Initiative Holy Grail 2.0 is a R&D project with the objective to prove the technical and economic viability of digital watermarks for accurate sorting of packaging waste. Kraft Heinz is a full member of the initiative.



PAC Global | Global

PAC Global is a not-for-profit, trusted advisor and educator to global packaging leaders. Since 1950, they have gathered to connect, collaborate, learn, innovate and celebrate together as a family. Their mission is to help our members meet their business goals. Kraft Heinz is a Founding Member and Member of the Board of Directors.



PETCORE EUROPE | Europe

PETCORE EUROPE is the association representing the complete PET value chain. Kraft Heinz is a member and participant in initiatives to increase the volumes of PET recycling and to develop and promote new solutions around PET circularity.

GLOBAL PACKAGING INDUSTRY PARTNERSHIPS & COLLABORATIONS (CONT.)



Poly Coated Paper Alliance (PCPA) | North America

The PCPA was founded to collaborate toward the end goals of achieving widespread end market acceptance, developing design guidance, expanding ReMA specs, and documenting the flow and recovery of poly coated paper. Kraft Heinz is a co-founder and active member.



RECOUP | United Kingdom

RECOUP provides expertise and guidance across the plastics recycling value chain. Kraft Heinz is a member and participant in initiatives to improve recyclability in the U.K.



Sustainable Packaging Coalition | North America

The Sustainable Packaging Coalition convenes all sides of the packaging value chain around the education, collaboration, and action needed to advance a circular packaging economy. Kraft Heinz is an active member across multiple Collaboratives.



The National Zero Waste Council | Canada

The National Zero Waste Council, an initiative of Metro Vancouver, is a cross-sector collaboration to advance a waste prevention agenda and the transition to a circular economy in Canada. Kraft Heinz is a Member of the Board of Directors.



The Packaging Forum | New Zealand

The Packaging Forum is a membership organization that provides a forum to ensure the industry is a credible partner for collaboration on sustainable outcomes for packaging. Kraft Heinz is a member of the Soft Plastic Recycling Scheme.



The Recycling Partnership | United States

The Recycling Partnership has a mission to build a better recycling system, one that delivers the economic and environmental benefits our communities and the hundreds of thousands of people who work throughout the recycling industry deserve. Kraft Heinz is a member and sits on the Film & Flexibles Recycling Coalition Steering Committee and PET Recycling Coalition.



U.K. Plastics Pact | United Kingdom

The U.K. Plastics Pact, led by WRAP, is a collaborative initiative that provides expertise and guidance across the entire plastics value chain. Kraft Heinz is a member and participant in initiatives to improve recyclability and create a circular economy for plastics in the U.K.



U.S. Department of Energy Lab (NREL) | United States

The National Renewable Energy Laboratory is transforming energy through research, development, commercialization, and deployment of renewable energy and energy efficiency technologies. Kraft Heinz is a participant in the BOTTLE consortium that develops improved catalytic and biocatalytic recycling strategies and designs tomorrow's plastics to be recyclable-by-design.



U.S. Plastics Pact | United States

The U.S. Plastics Pact brings together businesses, nonprofits, trade organizations, government agencies, and research institutions working to ensure plastics never become waste. Kraft Heinz is a U.S. Pact Activator, member of the Advisory Council, and participant in multiple working groups.





RESPONSIBLE SOURCING

One of our six Values at Kraft Heinz is: *We Do the Right Thing*. We're committed to helping protect our planet, driving responsible business practices across our global supply chain, and supporting the communities where we live and work. Please visit our [Supplier Hub](#) for the latest policies on our responsible sourcing program.



HUMAN RIGHTS

Kraft Heinz is strongly committed to respecting human rights in our operations and throughout our global value chain. Our [Global Human Rights Policy](#) is guided by the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights and the principles set forth in the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. As part of our Global Human Rights Policy, Kraft Heinz requires all employees and related entities and business partners to strictly adhere to our human rights standards, which, in summary:

- Prohibit child and underage employment;
- Prohibit trafficking, forced, or involuntary prison labor;
- Prohibit any and all forms of abuse, bribery, harassment, and discrimination;
- Recognize and respect the rights of freedom of association and collective bargaining;
- Recognize and respect fair, legal, and equitable work timeframes, working conditions (including health and safety), and wages;
- Recognize land rights, natural resources, and all workers' rights to clean water and adequate sanitation facilities;
- Require all labor recruitment and employment procedures to be carried out in a legal and ethical manner.

We continue to stress the urgency and value of an ethical supply chain and are dedicated to upholding our Global Human Rights Policy across our value chain. We partner with thousands of ingredients, packaging, and logistics suppliers and external manufacturers globally who all share our commitment to the eradication of modern slavery. Kraft Heinz suppliers must accept our [Supplier Guiding Principles](#) and commit to comply with the requirements, which are contained in every supplier contractual agreement and purchase order. We monitor and evaluate supply chain compliance with our policies, local laws, and Supplier Guiding Principles through our due diligence processes.

Grievance Mechanisms

We are committed to addressing any adverse human rights impacts which we have caused or to which we have contributed, and expect our suppliers, business partners and other relevant stakeholders to do the same. We provide several ways for employees, suppliers, business partners and other stakeholders to raise concerns or complaints. This includes the reporting of potential misconduct to managers, Human Resources professionals, the Legal Department and the Ethics & Compliance team, and our confidential Ethics & Compliance Helpline. The Helpline is open to all stakeholders and is maintained by a third-party provider and has multilingual staff available 24 hours a day. It is accessible globally by a toll-free phone call or online at KraftHeinzEthics.com.



Duty of Vigilance and Modern Slavery

Here at Kraft Heinz, we live our Values of *We do the right thing*, and *We dare to do better every day*. Leading with honesty and integrity, we will always strive to do right by our customers, partners, suppliers, and the communities we serve. We report annually on our commitment to the eradication of slavery and human trafficking through our annual Modern Slavery Statements. In these reports, we share steps we have taken to conduct due diligence and remediation. As the legislative landscape evolves to include additional modern slavery reporting requirements, we will continue to report out per each jurisdiction's regulation to show compliance, and progress on remediation efforts. This progress is in large part thanks to the strong alliances we have built with suppliers and our global employees.



RISK ASSESSMENT & DUE DILIGENCE

Our global supply chain touches the lives of communities around the world. It is our responsibility to make sure that our value chain has a positive impact. Our suppliers are expected to read and acknowledge our **Supplier Guiding Principles** and agree to uphold these principles throughout their supply chain as part of their contractual obligation to Kraft Heinz. We take a risk-based approach to social due diligence and prioritize social compliance audits at suppliers with commodities and in countries that present the highest human rights risk.

Our risk-based approach leverages profile information from Self-Assessment Questionnaires (SAQs) filled out by our supply chain partners, as well as the inherent risks of country and industry. In 2023, we expanded our partnership with global assurer LRQA to conduct a commodity level risk assessment that highlighted commodities with the highest human rights risks. As a result, we have cross-referenced this information with our total global spend to prioritize where our due diligence and compliance efforts would have the biggest influence for impact.

In 2023, we maintained our partnership with EcoVadis. Through this platform, our indirect supply chain partners filled out SAQs that were reviewed and scored by EcoVadis. We also continued to work with Sedex to gather Sedex Members Ethical Trade Audits (SMETA) from all of our supply chain partners. By using Sedex as an industry-wide accepted audit tool, this aligned approach will allow us to consolidate data gathering. If a Kraft Heinz supplier has recently done a SMETA audit for another company, they can simply share the same report with us on the Sedex platform and it will be checked against our Supplier Guiding Principles for compliance.

Kraft Heinz is also a member of global forum AIM-Progress, where we work with our peer consumer goods companies to co-create solutions and share best practices to drive positive human rights impact in supply chains quickly, efficiently, and at scale. AIM-Progress members actively seek tools and services for seamless risk assessment and due diligence that also allow compliance reporting at scale. We leverage our collaboration to demand the highest standards from service providers to develop tools and mechanisms that'll help industry transformation for due diligence.



SUPPLIER ENGAGEMENT

Supplier Guiding Principles

At Kraft Heinz, we recognize our suppliers as partners and want to bring them to the table to advance the sustainability agenda. Our **Supplier Guiding Principles** (SGPs) apply to our upstream supply chain and define both our mandatory requirements, as well as our aspirational destinations, for the conduct and sustainable operation of our supplier network.

Our SGPs were developed using industry best practices and internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the principles set forth in the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

These principles continue to be included in our standard contract language and are publicly available in 26 languages through our [Supplier Hub](#).

Engagement through Education

Engaging our global procurement team and our suppliers on ESG is a critical part of our responsible sourcing program. Kraft Heinz Owniversity, our online learning and development platform, features several employee-focused trainings about the SGPs. All Kraft Heinz procurement professionals are trained using this tool and e-training is mandatory for new members.



Supplier Sustainability Engagement Program

Partnerships across the supply chain are essential for reaching Kraft Heinz's ESG goals. To make our ESG strategy clear to our supplier partners and equip them with the tools needed to address gaps in achieving shared challenges, we aspire to build a Supplier Sustainability Engagement program.

To set the foundations of this program, in 2023 Kraft Heinz's sustainability team invited our strategic suppliers to participate in an anonymous survey to assess our current relationships and explore ways to better partner on sustainability and innovation.

Building off of the survey findings, Kraft Heinz hosted our first-ever supplier sustainability webinar. During the webinar, we shared our vision for a more environmentally sustainable future and how we view collaboration with our suppliers. We also discussed our Net Zero priority initiatives and key expectations from our strategic suppliers in the years to come, which include improving their carbon footprint data and identifying impactful initiatives across the supply chain that drive productivity and sustainability.

After the event, we circulated a Net Zero Starter Kit—designed to help suppliers kick start their own decarbonization journeys and share key learnings from Kraft Heinz's progress so far. We plan to continue engaging our suppliers to deepen the conversation around key ESG topics.



SUPPLIER DIVERSITY PROGRAM

Here at Kraft Heinz, we believe in the impact of having a diverse supply chain to promote inclusion and innovation. The Kraft Heinz Supplier Diversity program embeds our company Values into our supply base to better reflect the communities that we serve. The program plays a critical role in bringing diverse suppliers to the forefront of our business while also addressing systemic barriers standing between under-represented groups and opportunities at Kraft Heinz. We believe in the power of diverse perspectives, and in opening doors as we move into the future, which is why we are focused on building a long-lasting program for the fair inclusion of diverse suppliers.

At Kraft Heinz, we define diverse suppliers as suppliers whose company is at least 51 percent owned, operated, and managed by women, people of color, LBTGQ+, persons with disabilities, veterans, and other recognized minorities. Additionally, the Company continues to partner with small businesses and those suppliers certified by the U.S. Small Business Administration's HUBZone program, which fuels small business growth in historically underutilized business zones.

In 2023, we expanded our Supplier Diversity program with additional dedicated resources whose focus is to further grow the program. We have instituted an internal community of Supplier Diversity Representatives known as our Diversity Champions across the North American procurement team. Kraft Heinz Supplier Diversity Champions are subject matter experts in their respective categories, assigned to advise and advance our diversity agenda

within their specific purchasing areas. To establish our multi-year sustainable supplier diversity plan, we are leveraging technology, diving deep into scalable data enrichment to improve data availability, creating playbooks, and continuing to build partnerships with Women's Business Enterprise National Council (WBENC), National Gay and Lesbian Chamber of Commerce (NGLCC), DisabilityIN, and National Minority Supplier Development Council (NMSDC). As the Supplier Diversity Program matures, we look forward to the future partnerships with our suppliers and communities within the food manufacturing industry.

Looking Ahead

Kraft Heinz remains committed to increasing our spend with diverse suppliers. As such, we are constantly reviewing our aspirations against industry standards and benchmarks. As our Supplier Diversity program continues to evolve, we anticipate we will further review and refine our supplier diversity aspirations.



DEFORESTATION

We are committed to respecting our environment and to eliminating deforestation and natural ecosystem conversion from our supply chains. This includes long-term protection and remediation where necessary.

We believe that conservation and protection of forests and natural ecosystems are fundamental to good business and to address the climate change our world is facing. We have both the ability and responsibility to drive positive change in these areas through our global work.

Kraft Heinz commits to no deforestation across its primary deforestation-linked commodities, with a target date of 2025. Beyond this, we are committed to working with our suppliers and business partners to achieve conversion-free practices by 2030. Building off our previous work with Proforest to advance our responsible sourcing program by completing a deforestation and conversion-free analysis of our value chain, last year Kraft Heinz released our [Deforestation- and Conversion-Free Policy](#).

Our Deforestation- and Conversion-Free Policy details our commitment to respecting forests and nature, and to eliminating deforestation and natural ecosystem conversion from our supply chain. Developed with guidance from the Accountability Framework Initiative guidance,

the Science Based Target Initiative's Forest, Land and Agriculture Guidance, as well as sectorial approaches where they exist, the Policy includes long-term protection and remediation where necessary for priority raw materials including palm oil, sugar, beef, dairy, cocoa, coffee, pulp, paper, and packaging. To bring this commitment to life, Kraft Heinz is committed to working with our suppliers and business partners to implement best practices and facilitate compliance with this policy.

Last year, Kraft Heinz achieved our goals of purchasing 100 percent sustainable palm oil by 2022 and purchasing 100 percent traceable palm oil to the mill by 2022. We will continue to share our progress in our ongoing reporting as we aspire to maintain purchasing 100 percent sustainable palm oil.





ANIMAL WELFARE



Source 100% of eggs globally from cage-free or better* hens by 2025.

PROGRESS 64%



Source 100% of eggs in Europe from free-range hens.

PROGRESS 100%



Improve broiler chicken welfare in the U.S. by 2024 and European chicken commitment by 2026.

Kraft Heinz believes that animals deserve a good quality of life and should be treated with care. We strive for the humane care of animals in our supply chain. Although Kraft Heinz does not own or operate farms, we align with our suppliers on these aims by prioritizing continuous improvement in animal care and requiring that their animals be treated with care, understanding, and respect.

Kraft Heinz believes that good animal welfare includes three elements which guide our animal welfare policies and initiatives:

- Health and Productivity: healthy animals that are provided with quality shelter, feed, and water;
- Emotional Well-Being: negative experiences minimized and positive experiences enhanced;
- Naturalness: animals perform important species-specific behaviors.

This concept of animal welfare builds upon the internationally recognized “Five Freedoms” of animal welfare which include the fundamental principles of 1) freedom from hunger and thirst, 2) freedom from physical and thermal discomfort, 3) freedom from pain, injury, or disease, 4) freedom to express normal behaviors, and 5) freedom from fear and distress.

We continue to work with animal welfare experts and suppliers on best practices to eliminate painful procedures and promote sustainable production practices. We support housing designs that allow animals to perform species-specific behaviors. Examples include, but are not limited to, cage-free housing with perches and nest boxes for laying hens and group housing for gestating sows. When painful procedures need to be performed, we encourage pain mitigation, such as the use of anesthetics or analgesics. Kraft Heinz expects its suppliers to implement practices and pursue continuous improvement consistent with the Five Freedoms and good animal welfare.

Public interest in farming and animal care is increasing, and many consumers desire farming practices that match their values and expectations. Good animal welfare, environmental sustainability, and healthy people form an interconnected system, and well-managed farms reduce waste and provide a safe and nutritious food supply. Knowing this, we integrate science and societal ethics in our animal welfare decisions. Our Global Animal Welfare Policy and Supplier Implementation Guide are available on our [Supplier Hub](#).

Our Supply Partners

Our suppliers are our partners in humane animal care and its continuous improvement. We expect suppliers to maintain strict standards of animal care and raise animals in accordance with applicable laws and ordinances in their locale. We require our suppliers to have a zero-tolerance policy for animal abuse and neglect, and to train all individuals working with or around live animals accordingly. In addition to requirements set in our [Global Animal Welfare Policy](#), animal welfare expectations are delineated in the Kraft Heinz Ingredient Supplier Quality Expectations Manual and product specifications. When evidence of non-compliance is found, Kraft Heinz may suspend the supplier until corrective actions have been implemented. Suppliers who do not align with the requirements or do not make continuous and positive improvements to meet them risk losing Kraft Heinz as a customer.

Looking Ahead

As we look to the future, we are continuing to evaluate our animal welfare program in the context of our other sustainability ambitions and global supply challenges. We are engaging a leading animal welfare organization to help shape updates to our Global Animal Welfare Policy and re-define our animal welfare program focus areas.



ANIMAL HEALTH & MANAGEMENT



Laying Hens

The ability to engage in normal behaviors such as walking, nesting, and dust-bathing is important to laying hen welfare. Therefore, by 2025 we are globally committed to purchasing only cage-free eggs or better. Kraft Heinz defines “cage-free or better” eggs as sourced from laying hens that come from cage-free, free-range, pasture-raised, or similar natural or open housing settings. Hens in cage-free and free-range and pasture raised housing are provided with litter, perches, and nest boxes. In Europe, in 2023, 100 percent of the eggs and egg products* we purchased from global sources were free-range. Globally, 64 percent of the eggs and egg products* we purchased were cage-free or better. We continue to face challenges sourcing cage-free or better eggs in certain of these regions due to supply availability and high transition costs that could lead to downstream price increases for consumers. Our reporting includes both internal and external manufacturing plants that make egg-containing products for us.



Pigs

In accordance with our three elements of animal welfare, we believe that pregnant sows should be safely housed in social groups with enough space to perform normal behaviors. While we do not own farms, we have a commitment to the care of animals, and therefore work closely with our suppliers to achieve our animal welfare goals. Supply of pigs housed in social groups remain constrained, and thus supply is very limited. With Prop 12 in California and Question 3 in Massachusetts, we have compliant products for customers in those markets. In 2023, 21 percent of our global and 98 percent of our European pork supply came from sows housed in group pen gestation.



Broiler Chickens

We have committed to improving broiler welfare in the United States by 2024. We believe that broilers should be kept in an environment that is conducive to good health and protects them from unnecessary pain. We continue to incorporate leading science into our assessment of broiler welfare while also engaging with the industry at large to support progress as guidelines for enhanced broiler welfare are redefined in light of emerging science. We incorporate a combination of outcome-based and practice-based metrics that are shown to demonstrably increase animal welfare while remaining cognizant of our greenhouse gas footprint and other

* Kraft Heinz does not directly purchase any shell eggs.



sustainability factors. We continue to engage with our U.S. suppliers to meet enhanced broiler chicken welfare standards.

In 2023, we improved the overall supplier responses rate to our Animal Welfare Risk Assessment. For broiler-chicken related questions, the response rate increased from 56 percent in 2022 to 90 percent in 2023. This improved data coverage provided an enhanced view of the welfare of broiler chickens sourced by Kraft Heinz this year. Based on our suppliers' self-assessment reporting and weighted to our overall portfolio volume of broiler chickens, in 2023, 91 percent of our supply had clean, friable litter, 91 percent of our supply had access to adequate light and 30 percent of our supply were provided enrichments such as daily access to roughage, scattered grains and pecking blocks. We will continue to measure and report these enrichment metrics to monitor our suppliers' progress in broiler welfare.



European Chicken Commitment

In late 2019, Kraft Heinz expanded its animal welfare commitments to improving chicken welfare by 2026 as part of the European Chicken Commitment. Kraft Heinz continues to assess its European supply chain accordingly. This commitment faces substantial challenges related to supply and we are re-evaluating whether or not we will be able to require the fresh, frozen, and processed chicken in our European supply chain to meet this standard by 2026. We are continuing to engage with our suppliers and will share an update in future reporting.



Dairy Cattle

We require our U.S. suppliers to follow the National Milk Producers Federation's Farmers Assuring Responsible Management (FARM) Animal Care guidelines. This program establishes on-farm animal management practices and includes second-party evaluations and third-party verification. 98.7 percent of our dairy supply comes from U.S. farms. Our Canadian suppliers follow the National Farm Animal Care Council's Code of Practice for the Care and Handling of Dairy Cattle. To verify guidelines are followed, U.S. and Canadian programs are required to have third party audits.

Humane Endings

We believe animals should be provided a respectful and humane death. Compromised animals must be euthanized in a timely manner that aligns with the American Veterinary Medical Association (AVMA) or World Organization for Animal Health's (WOAH) guidelines. Similarly,

slaughter should also align with these guidelines. Efficient stunning prior to slaughter is important for animal welfare.

Antimicrobials

Disease prevention strategies such as husbandry, hygiene, and vaccinations must be the primary defenses against animal disease. However, even with excellent care, farm animals sometimes become ill. When this occurs, antimicrobial treatment (including antibiotics) can be an important component of humane animal care. Therapeutic antimicrobials should only be used after careful review by a veterinarian and treatment limited to ill and at-risk animals, treating the fewest animals possible. Alongside good farm management, responsible antimicrobial use can help protect food quality and enhance safety. In the U.S., where the majority of Kraft Heinz meat ingredients are purchased, we require our suppliers to meet or exceed the AVMA or WOAH guidelines for the judicious use of antimicrobial agents. Our meat and dairy products meet or exceed government regulations related to the use and administration of antimicrobials, including compliance with bans on antibiotics for growth promotion.

Hormones

While studies conclude hormone supplements in cattle are safe for animals and for humans, we support ongoing research efforts to further demonstrate the safety and usefulness of supplemental hormones. For example, recombinant bovine somatotropin (rbST) is a hormone that can increase milk production in dairy cattle. Globally its usage varies widely in accordance with government regulations. In the United States, for example, hormones (including rbST) are not allowed to be used for growth promotion in pigs or poultry. In some countries, growth hormones are approved for use in beef and dairy cattle. We do not restrict their use in those instances. However, we support wider industry initiatives to eliminate rbST from the supply.

Testing of Food Ingredients

Kraft Heinz does not support or condone the use of animals for research that is not essential to food safety, and we do not have any testing facilities. When legally required by governmental agencies, ingredient safety testing is completed by accredited third-party facilities following appropriate animal welfare guidelines. We do not support unnecessary testing and are advocates for replacing animal testing with other validated research methods.

ANIMAL WELFARE RISK ASSESSMENTS

Annually, all Kraft Heinz suppliers of animal and animal-derived products are requested to complete an animal welfare risk self-assessment. The assessment was developed by a cross-functional internal panel that included animal welfare, procurement, and quality team members and was reviewed by an external team of animal welfare scientists. The assessments review suppliers' strengths and weaknesses in animal welfare policies, personnel training, transportation, stunning methods, painful procedures, and auditing. Kraft Heinz's animal welfare team works with lower performing suppliers, which make up a small percentage of our total supply chain, to create action plans to develop policies and procedures that improve animal welfare. Low performing suppliers unwilling or unable to improve animal welfare may jeopardize their status as Kraft Heinz suppliers.

Results of our 2023 assessment are listed below and more details can be found on pages 72-79.

2023 Animal Welfare Global Risk Assessment Key Findings*

POULTRY		PORK		CATTLE	
Turkeys (100% response rate)	Broiler Chickens (90% response rate)	Laying Hens (56% response rate)	Pigs (80% response rate)	Dairy Cattle (66% response rate)	Beef Cattle (58% response rate)
KEY WELFARE ISSUES AND STATUS					
<ul style="list-style-type: none"> • 75% of our supply exhibited accepted species-specific mobility parameters • The average mortality rate was 10.67% • Average transport time** among our respondents was 2.54 hours • Maximum transport time** was 7.41 hours • 87% of our supply had a lighting program in house • 83% of our supply was pre-slaughter stunned using carbon dioxide • 75% of our supply did not have snoods removed • 79% of our suppliers had a 3rd party animal welfare audit at the processing plant 	<ul style="list-style-type: none"> • 79% of our supply exhibited acceptable species-specific mobility parameters • The average mortality rate was 4.98% • Average transport time** was 1.2 hours • Maximum transport time** was 3.5 hours • 86% of our supply was pre-slaughter stunned by electrical stunning • 86% of our suppliers had a 3rd party animal welfare audit at the processing plant • 91% of our supply had clean, dry bedding and friable litter • 91% of our supply had a lighting program in house • 30% of our supply were provided enrichments such as daily access to roughage, scattered grains and pecking blocks • 22% of our supply had access to elevated platforms 	<ul style="list-style-type: none"> • 50% of our supply exhibited acceptable species-specific mobility parameters • The average mortality rate was 6% • Average transport time** was 5 hours • Maximum transport time** was 5 hours • 21% of our suppliers had a 3rd party animal welfare audit at the processing plant 	<ul style="list-style-type: none"> • 90% of our supply exhibited acceptable species-specific mobility parameters • The average mortality rate was 14% • Average transport time** was 3.2 hours • Maximum transport time** was 10.1 hours • 49% of our supply had a warm, dry and solid lying area • 87% of our supply was pre-slaughter stunned using carbon dioxide • 79% of our suppliers had a 3rd party animal welfare audit at the processing plant 	<ul style="list-style-type: none"> • 66% of our supply exhibited acceptable species-specific mobility parameters • The average mortality rate was 5.13% • Average transport time** was 0.88 hours • Maximum transport time** was 13.5 hours • 56% of our respondents do not tail dock • 33% of our respondents do not have hock injuries • 43% of our dairy respondents are free from moderate or severe lameness. • 100% of U.S. supplier respondents participated in the National Dairy Farmers Assuring Responsible Management (FARM) Program 	<ul style="list-style-type: none"> • 37% of our supply exhibited acceptable species-specific mobility parameters • The average mortality rate was 0.12% • Average transport time** was 3.9 hours • Maximum transport time** was 14.6 hours • 83% of our supply was effectively stunned using a captive bolt • 82% of our suppliers had a 3rd party animal welfare audit at the processing plant

* Figures displayed in the table above are based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are weighted by volume of our supply in the reporting year.

** Transport time refers to the time traveled between farm and processing plant.



SUSTAINABLE AGRICULTURE



Purchase 100% sustainably-sourced Heinz ketchup tomatoes by 2025.

PROGRESS

66%

As a food and beverage company, we recognize the importance of sustainable agriculture in our products. Through the work of our experienced agronomists and procurement teams, we are proud to work with our suppliers to advance sustainable agriculture practices, knowing that the ingredients we source are integral to our business and to the well-being of our consumers and communities in which we operate.

At Kraft Heinz, we have a long history of working with growers to promote sustainable agricultural practices. As the world's largest processing tomato buyer, we support a wide variety of sustainable agricultural practices that maintain soil health and support the production of food for generations to come. That's why we're working towards our goal of 100% sustainably sourced Heinz ketchup tomatoes by 2025. We also adopt next generation seed breeding within **HeinzSeed**. Tomato plants grown from our own seeds are known for their disease resistance and reliable high yields. With their firmness, enhanced color and viscosity, they also need less water, support optimal use of pesticides and fertilizers, and ultimately, require less land to produce. Through research in our laboratories and with experienced agronomist teams on the ground, we strive to stay at the forefront of sustainable agriculture, applying what we learn through trials and demonstrations. The Kraft Heinz **Sustainable Agriculture Practices Manual** forms the foundation of our engagement strategy with growers, as we work towards our goal to sustainably source Heinz ketchup tomatoes*.

We continue to dig deep in our roots to use 150 years of forward-looking, responsible agricultural and human rights practices to build on our legacy with our farmers. We are committed to further building on our strong sustainability heritage, as Henry J. Heinz (founder of the H.J. Heinz Company) famously noted, "Protect the consumer by owning the product all the way from the soil to the table."

* Kraft Heinz defines 'sustainably sourced' through our Sustainable Agriculture Practices Manual. Compliance to these requirements is measured by the Sustainable Agriculture Initiative (SAI) Platform's Farm Sustainability Assessment (FSA), with a performance level of FSA Silver—or equivalent—being the minimum requirement based on a formal benchmark of In Our Roots against FSA 3.0. Where an 'equivalent' standard is being used, these must have been officially benchmarked against the FSA, as published here, and have received an equivalency of at least FSA Silver.



SUSTAINABLE AGRICULTURAL PRACTICES MANUAL

Sustainable farming practices do more than save important natural resources. They also have the potential to considerably increase crop yields and provide growers and their families with greater economic opportunity. Kraft Heinz has taken significant steps to strengthen our Sustainable Agriculture Practices Manual (SAPM) and is working in partnership with growers to implement those practices.

To reduce the burden on growers, allowing them to focus on the continuous improvement philosophy we promote, we elected to benchmark our SAPM to SAI Platform's Farm Sustainability Assessment (FSA), the recognized industry tool for assessing on-farm sustainability. We achieved an equivalent performance level of FSA Silver. This enables growers to demonstrate compliance with our requirements through the adoption of the FSA itself or through other benchmarked standards that meet the minimum performance level of FSA Silver.

We continue to work with our suppliers to achieve and maintain FSA Silver certification or other benchmarked standards through audits and ongoing verification. In 2023, we leveraged new integrated digital systems and enhanced traceability efforts to improve the quality of the source data we use to calculate our progress against our *Heinz* ketchup tomato goal. This means that, in 2023, we purchased a volume of sustainably sourced tomatoes equivalent to 66% of the volume of tomatoes used in *Heinz* tomato ketchup. We're continuing to work toward our 2025 goal and have roadmaps in place to help several of our tomato suppliers obtain FSA Silver certification.

Building the Regenerative Capacity of Agriculture Through a Global, Farmer-Centered, Industry-led Initiative

The long-term resilience of agriculture arguably now depends on how quickly we can develop regenerative systems that benefit soil health, biodiversity, water supply, climate resilience, and grower livelihoods. Kraft Heinz is a founding member of SAI Platform's Regenerative Agriculture Program along with approximately 30 companies from across the agricultural value chain. The purpose of the program is to build industry alignment, reduce duplication, and amplify impact through the creation of a universal framework with locally implementable indicators, improving the accessibility and applicability of regenerative agriculture principles, practices, and most importantly, positive outcomes on farms. The program will work to scientifically validate regenerative principles, engage with farmers, and develop a mechanism for corporations to verify and communicate regenerative impacts to external stakeholders.

Throughout 2023, Kraft Heinz continued to participate in the Regenerative Agriculture Program Steering Committee and, along with the group of Founding Members and the SAI Platform Secretariat, worked to engage relevant industry stakeholders and other SAI Platform members and working groups.



FSA 3.0 Benchmark Equivalence for Sustainable Agriculture Practices Manual

Our Sustainable Agricultural Practices Manual is benchmarked against SAI Platform's Farm Sustainability Assessment (FSA) 3.0 and received 'Silver Level equivalence.' This was the first sustainability program successfully benchmarked against the updated FSA 3.0 which was released in April 2021.

We believe this benchmark will help us and our suppliers in our journey towards purchasing 100 percent sustainably sourced *Heinz* ketchup tomatoes by 2025. It provides a pathway for growers to demonstrate compliance with our requirements, while also offering a single, industry-aligned tool that reduces duplication and audit fatigue. This allows growers to focus on improving their operations and continuing to grow the quality, sustainable ingredients we rely on to produce our products.





SUSTAINABLE AGRICULTURE INITIATIVES

Kraft Heinz and Environmental Defense Fund join global food companies to form Dairy Methane Action Alliance at COP28

Agriculture accounts for almost 40 percent of human-caused methane emissions, with dairy alone making up nearly 10 percent of global methane emissions. In 2023, Kraft Heinz became a founding member of the Dairy Methane Action Alliance (DMAA), a global coalition of major food companies, as well as the Environmental Defense Fund, which have stepped forward to catalyze accountability, transparency and ambitious climate action within the food industry. As part of the Alliance, launched at COP28, Kraft Heinz has committed to providing transparent, annual reports on total methane emissions in our dairy operations, and developing an action and transition plan for reducing methane emissions in our supply chain by the end of 2024. The Environmental Defense Fund and Ceres will hold signatory companies accountable as their plans are implemented.

Heinz asks museum visitors to “Picture a World Without Soil”

In 2023, Kraft Heinz tried new ways to draw attention to the growing problem of worldwide soil degradation. In one innovative effort, partnering with the Thyssen-Bornemisza National Museum in Madrid, Heinz borrowed Van Gogh's brush to raise awareness about soil degradation. The three-day immersive campaign, created by purpose consultancy Revolt and launched by MARCO, was timed to coincide with the Spanish tomato harvest. The exhibition imagined what Vincent Van Gogh's 1890 landscape of lush wheatfields "Les Vessenots in Auvers," would look like if painted 50 years from now—in a world of cracked, dry ground devoid of fertility.

Reaching more than 2,000 museum visitors during the three-day campaign, the collaboration between Heinz and the Thyssen-Bornemisza National Museum was an example of how the museum continues to create meaningful narratives around its collections to support the United Nations' 2030 Agenda for Sustainable Development. The exhibit also presented



information on Kraft Heinz's collaboration and farmer support to protect good food for generations to come. Working with the Vázquez family in Badajoz, teams have worked together to improve soil health implementing sustainable and regenerative agricultural practices like crop rotations, and cover cropping.

Wattie's joins six-year carbon-positive regenerative farming project in New Zealand

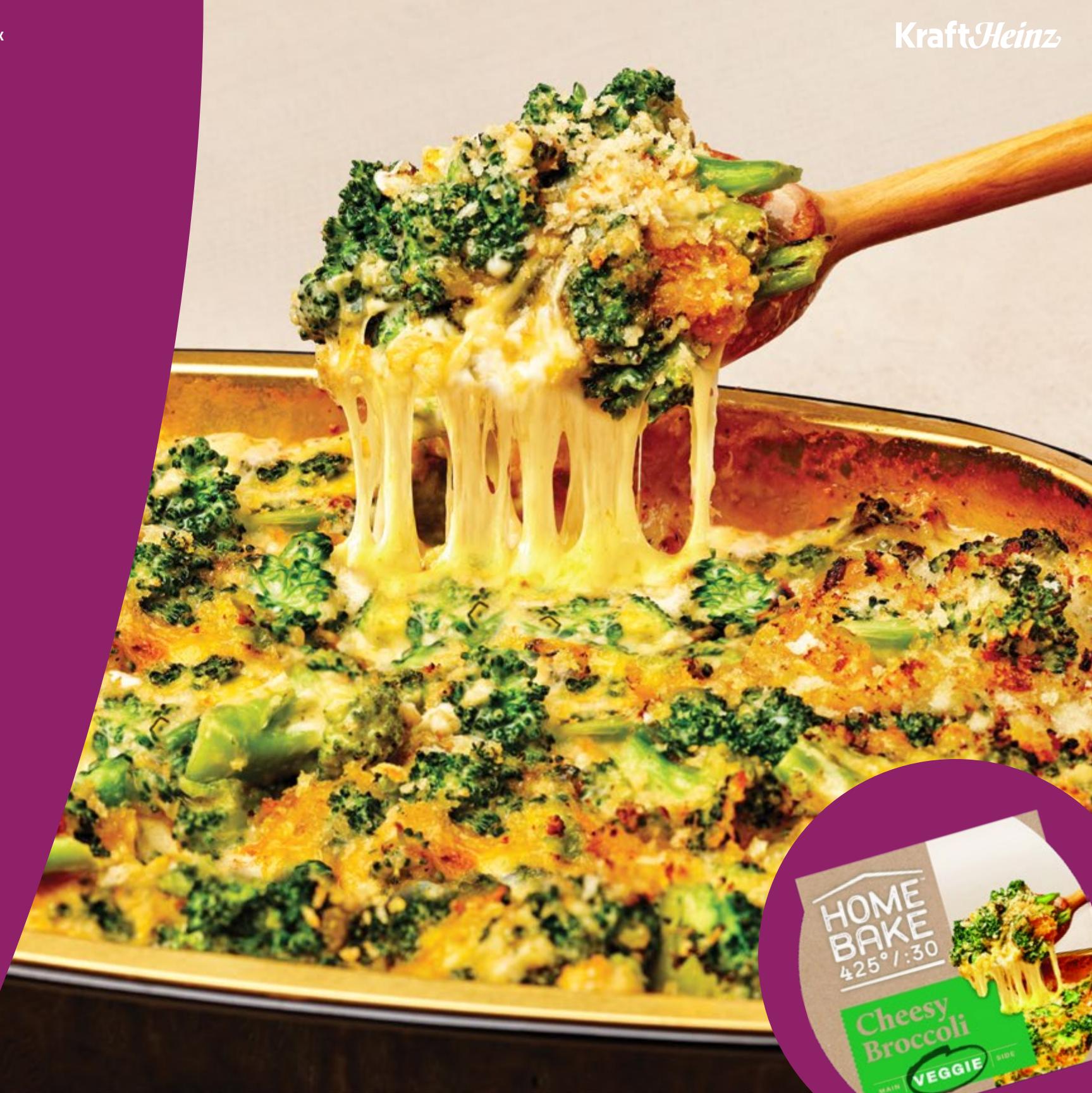
Approved for co-funding by the New Zealand Ministry for Primary Industries' Sustainable Future Farming Fund in 2023, the Hawke's Bay Future Farming Charitable Trust and LandWISE have begun a six-year 'Carbon Positive' project to assess the economic and environmental impacts of adopting regenerative farming within a typical New Zealand cropping system on longer-term cropping soils. *Heinz Wattie's* is an active participant and supporter of the demonstration farm research trials, along with McCain Foods and other government, commercial and industry stakeholders. Agronomists from *Wattie's* are involved in the project's steering group and operations advisory group and will play a key role in testing the regenerative, conventional and hybrid treatments for *Wattie's* chosen crop of tomatoes for the 2023-2024 growing year of the project.

Heinz Educates Consumers about Soil Health

Heinz sent an S.O.S. to the gaming community about the rapid decline of the Earth's healthy soils by creating a Fortnite game called "SOS Tomatoes." The cross-platform game takes players on a tomato-growing journey on a one-of-a-kind island inspired from our tomato farms around the globe—from the greenhouses where the tomatoes are germinated to the fields where the seedlings grow into mature plants. Players were challenged to run faster than the speed of soil degradation as a way to illustrate the rapid rate at which soil health is declining while also learning about some of the sustainable and regenerative practices that Heinz supports in the real world such as cover cropping, crop rotation and maintaining soil cover. Playing in the virtual world had benefits in the real world through financial contributions from Heinz to a soil health program for tomato farmers of Heinz tomato ketchup in California.



APPENDIX: ESG METRICS



ESG METRICS

As of 2023 Calendar Year End

Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Environmental Stewardship								
Energy								
Goal metric: Reduction of energy use intensity by 15% using 2019 baseline	Percentage reduction compared to 2019 baseline	-5.10%	-4.22%	-4.59%	302-4	Metrics and Targets (a)		
Goal metric: Procure majority of electricity from renewable sources by 2025	Percentage renewable electricity procured in the reporting year	7.00%	14.21%	22.32%	302-1	Metrics and Targets (a)	In 2021 and 2022, progress was calculated as a percentage reduction compared to our 2019 baseline. In 2023, we updated our methodology to calculate progress as the overall percentage of renewable electricity procured in the reporting year to be consistent with industry benchmarks.	
Total energy use*	MWh	4,809,802	4,202,158	3,879,490	302-1	FB-PF-130a.1	Metrics and Targets (a)	
Energy use intensity*	kWh per Metric Tonnes Production	621	580	578	302-3		Metrics and Targets (a)	
Total electricity use	MWh	1,497,450	1,330,477	1,269,953	302-1	FB-PF-130a.1	Metrics and Targets (a)	
Total electricity generated onsite	MWh	3,085	4,540	4,828	302-1	FB-PF-130a.1	Metrics and Targets (a)	
Total consumption of fuel (excluding feedstock)	MWh	3,189,915	2,746,967	2,609,536	302-1	FB-MP-110a.1	Metrics and Targets (b)	
Greenhouse Gas Emissions								
Gross scope 1 emissions*	Metric Tonnes CO2e	586,455	501,786	455,972	305-1	FB-MP-110a.1	Metrics and Targets (b)	
Gross scope 2 emissions (location-based)*	Metric Tonnes CO2e	645,247	558,444	548,907	305-2	FB-MP-110a.1	Metrics and Targets (b)	
Gross scope 2 emissions (market-based)*	Metric Tonnes CO2e	616,650	457,547	399,330	305-2	FB-MP-110a.1	Metrics and Targets (b)	
Outside of scopes (biogenic emissions)*	Metric Tonnes CO2e	79,898	87,253	98,479	305-3	FB-MP-110a.1	Metrics and Targets (b)	Emissions associated with biomass use at select facilities.
Scope 1 & 2 intensity	Metric Tonnes CO2e per Metric Tonnes Production	0.16	0.13	0.13	305-4	FB-MP-110a.1	Metrics and Targets (b)	

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Total scope 3 emissions	Metric Tonnes CO2e	27,616,259	27,426,878	24,332,316	305-3		Metrics and Targets (b)	We are continually striving to improve the accuracy of our Scope 3 emissions reporting. There were several material amendments made to our 2021 Scope 3 figures due to data error, improved data quality, inclusion of FLAG emissions, and/or improvements in calculation methodology.
Category 1: Purchased goods and services*	Metric Tonnes CO2e	21,111,697	18,204,280	17,483,259	305-3		Metrics and Targets (b)	
Category 2: Capital goods*	Metric Tonnes CO2e	437,535	144,727	486,674	305-3		Metrics and Targets (b)	
Category 3: Fuel and energy-related activities*	Metric Tonnes CO2e	386,002	295,206	207,835	305-3		Metrics and Targets (b)	
Category 4: Upstream transportation and distribution*	Metric Tonnes CO2e	1,623,635	4,274,540	2,922,914	305-3		Metrics and Targets (b)	
Category 5: Waste generated in operations*	Metric Tonnes CO2e	82,240	68,645	138,686	305-3		Metrics and Targets (b)	
Category 6: Business travel	Metric Tonnes CO2e	3,251	7,769	19,620	305-3		Metrics and Targets (b)	
Category 7: Employee commuting	Metric Tonnes CO2e	79,028	27,896	21,297	305-3		Metrics and Targets (b)	
Category 8: Upstream leased assets	Metric Tonnes CO2e	54,340	50,696	326,434				
Category 9: Downstream transportation and distribution*	Metric Tonnes CO2e	1,463,133	1,515,217	373,304	305-3		Metrics and Targets (b)	
Category 11: Use of sold products	Metric Tonnes CO2e	1,061,225	1,993,377	1,061,925	305-3		Metrics and Targets (b)	
Category 12: End of life treatment of sold products*	Metric Tonnes CO2e	1,314,173	844,525	1,290,367	305-3		Metrics and Targets (b)	
Water								
Goal metric: Reduce water use intensity by 15% across our manufacturing facilities by 2025	Percentage reduction compared to 2019 baseline	-4.40%	-8.70%	-8.10%	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Goal metric: Reduce water use intensity by 20% in high-risk watershed areas by 2025	Percentage reduction compared to 2019 baseline	-12.20%	-16.07%	-19.50%	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Total water withdrawals (all facilities)*	Thousand Cubic Meters	39,778	32,608	30,455	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Total water withdrawals (high-risk watershed areas)*	Thousand Cubic Meters	11,532	10,765	9,709	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Water use intensity (all facilities)*	Cubic Meters Per Metric Tonnes Production	5.14	4.5	4.54	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Water use intensity (high-risk watershed areas)*	Cubic Meters Per Metric Tonnes Production	6.79	6.5	6.08	303-3	FB-PF-140a.1	Metrics and Targets (b)	

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Waste								
Goal metric: Reduce waste intensity by 15% across our manufacturing facilities by 2025	Percentage reduction compared to 2019 baseline	-14.70%	-18.40%	-10.99%	306-4			
Total waste to landfill*	Metric Tons	82,617	89,296	90,257	306-3			
Waste to landfill intensity *	Metric Tonnes Waste per Metric Tonnes Production	0.011	0.012	0.013	306-5			
Material								
Goal metric: Aim to make 100% recyclable, reusable or compostable packaging by 2025.	Percentage	84%	87%	87%		FB-PF-410a.1		Includes materials that are recyclable, widely recyclable, check locally and where packaging is included in specific recycling programs such as TerraCycle.
Total weight of all packaging	Metric Tons	1,145,000	1,207,000	1,116,000		FB-PF-410a.1		
Percentage made from recycled and/or renewable materials (as a percentage of total weight of all packaging)	Percentage	22%	21%	23%		FB-PF-410a.1		Based on industry average of recycled content
Total weight of all plastic packaging	Metric Tons	231,392	293,000	235,000				
Non-renewable materials used to produce or package primary products	Metric Tons	719,000	793,000	741,000	301-1			
Renewable materials used to produce or package primary products	Metric Tons	422,000	413,000	364,000	301-1			
Responsible Sourcing								
Palm Oil								
Percentage of palm oil purchased that is 100% sustainable	Percentage	100%	100%	100%		FB-PF-440a.2		Percentage of direct suppliers (tier 1) suppliers with RSPO certification.
Percentage of external manufacturers' suppliers with RSPO certification	Percentage	100%	100%	100%		FB-PF-440a.2		
Percentage of external manufacturers' suppliers with sustainable sourcing policies in place	Percentage	100%	100%	100%		FB-PF-440a.2		A sustainable sourcing policy is defined as either a publicly available sustainable palm oil policy or RSPO certification.

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Tomatoes								
Goal metric: Purchase 100% sustainably-sourced Heinz ketchup tomatoes by 2025.	Percentage	On track	75%	66%		FB-PF-440a.2		
Animal Welfare								
Turkeys								
Percentage of supply that exhibited accepted species-specific mobility parameters	Percentage	99%	100%	75%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Average mortality rate	Percentage	12%	13.67%	10.67%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Average transportation time	Hours	1.6	1.4	2.54				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Maximum transportation time	Hours	12	4	7.41				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supply that had a lighting program in house	Percentage	Not reported	Not reported	87%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supply pre-slaughter stunned using carbon dioxide	Percentage	100%	100%	83%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Percentage of supplier respondents that had a 3rd party animal welfare audit at the processing plant	Percentage	87%	63.21%	79%		FB-MP-410a.3		Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supply that do not have snoods removed	Percentage	61%	97%	75%		FB-MP-410a.3		Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Broiler Chickens								
Percentage of supply that exhibited accepted species-specific mobility parameters	Percentage	96%	99%	79%				Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Average mortality rate	Percentage	0.50%	3.54%	4.98%				Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Average transportation time	Hours	2.6	1.3	1.2				Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Maximum transportation time	Hours	12	4.4	3.5				Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supply that had clean, dry bedding and friable litter	Percentage	Not reported	Not reported	91%				Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Percentage of supply that had a lighting program in house	Percentage	Not reported	Not reported	91%				Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supply that was provided enrichments such as daily access to roughage, scattered grains and pecking blocks	Percentage	Not reported	Not reported	30%				Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supply that had access to elevated platforms	Percentage	Not reported	Not reported	22%				Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supply pre-slaughter stunned by electrical stunning	Percentage	99.90%	82%	86%				Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supplier respondents had a 3rd party animal welfare audit at the processing plant	Percentage	94%	85%	86%				Values for 2021 and 2022 are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Laying Hens								
Goal metric: Percentage of global eggs that are cage-free or better	Percentage	64%	67%	64%		FB-MP-410a.3		Kraft Heinz defines "cage-free or better" eggs as sourced from laying hens that come from cage-free, free-range, pasture-raised, or similar natural or open housing settings. Hens in both cage-free and free-range housing are provided with litter, perches and nest boxes.
Goal metric: Percentage of European eggs from free-range farms	Percentage	99.90%	100.00%	100.00%		FB-MP-410a.7		When required by law or recommended by a veterinarian or other trusted animal health expert, free-range hens may be temporarily kept indoors to prevent illness and promote animal well-being.

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Percentage of North America eggs that are cage-free or better	Percentage	67%	67%	66%		FB-MP-410a.4		Data includes external manufacturing sites and does not include data from Primal Kitchen
Percentage of U.S. eggs certified by American Humane Certified, Certified Humane, or United Egg Producers	Percentage	100%	100%	100%		FB-MP-410a.5		Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of Latin America eggs that are cage-free or better	Percentage	7%	25%	22%		FB-MP-410a.6		Data includes external manufacturing sites and does not include data from Primal Kitchen
Percentage of Europe, the Middle East and Africa eggs that are cage-free or better	Percentage	76%	80%	71%		FB-MP-410a.8		Data includes external manufacturing sites and does not include data from Primal Kitchen
Percentage of Asia Pacific eggs that are cage-free or better	Percentage	40%	30%	27%		FB-MP-410a.10		Data includes external manufacturing sites and does not include data from Primal Kitchen
Percentage of supplier respondents that exhibited accepted species-specific mobility parameters	Percentage	83%	90%	50%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Average mortality rate	Percentage	0.50%	5.60%	6%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Average transportation time	Hours	3.2	5.3	5				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Maximum transportation time	Hours	11.5	13	5				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Percentage of supplier respondents had a 3rd party animal welfare audit at the processing plant	Percentage	Not reported	Not reported	21%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Pigs								
Percentage of global pork supply from sows housed in group pens during gestation.	Percentage	25%	24%	21%		FB-MP-410a.1		Data does not include Primal Kitchen and external manufacturing sites at this time.
Percentage of European pork supply from sows housed in group pens during gestation.	Percentage	98%	98%	98%		FB-MP-410a.1		Data does not include Primal Kitchen and external manufacturing sites at this time.
Percentage of supply that exhibited accepted species-specific mobility parameters	Percentage	80%	100%	90%				Values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average mortality rate	Percentage	0.80%	8.40%	14%				Values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average transportation time	Hours	3.1	2.6	3.2				Values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Maximum transportation time	Hours	28	10.36	10.1				Values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supply that had a warm, dry and solid lying area	Percentage	Not reported	Not reported	49%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supply pre-slaughter stunned using carbon dioxide	Percentage	Not reported	Not reported	87%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supplier respondents with annual animal welfare audits at the plant	Percentage	93%	94%	79%		FB-MP-410a.1		Values are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Dairy Cattle								
Percentage of supply that exhibited accepted species-specific mobility parameters	Percentage	88%	84%	66%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Average mortality rate	Percentage	0.40%	6.58%	5.13%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Average transportation time	Hours	7	1.43	0.88				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Maximum transportation time	Hours	28	5.29	13.5				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of suppliers that do not tail dock	Percentage	82%	97%	56%		FB-MP-410a.3		Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of dairy supplier respondents that do not have hock injuries	Percentage	92%	82%	33%		FB-MP-410a.4		Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supplier respondents that are free from moderate or severe lameness	Percentage	88%	84%	43%		FB-MP-410a.5		Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Percentage of supplier respondents in the U.S. that participated in the National Dairy Farmers Assuring Responsible Management (FARM) Program	Percentage	Not reported	Not reported	100%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Beef Cattle								
Percentage of supply that exhibited accepted species-specific mobility parameters	Percentage	99.50%	79%	37%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Average mortality rate	Percentage	1.50%	0.80%	0.12%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Average transportation time	Hours	4.1	3.55	3.9				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Maximum transportation time	Hours	36	14.75	14.6				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supply effectively stunned using a captive bolt	Percentage	Not reported	Not reported	83%				Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.
Percentage of supplier respondents that have annual animal welfare audits at the plant	Percentage	96%	100%	82%		FB-MP-410a.3		Values for 2021 and 2022 are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume. Values for 2023 are weighted based by volume.

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Healthy Living & Community Support								
Product Health and Community Support								
Goal metric: Percentage compliance with Kraft Heinz Global Nutrition Targets	Percentage	67.70%	71.80%	75.06%		FB-PF-260a.2		Inclusive of all countries with measurable data where Kraft Heinz operates. Kraft Heinz Foodservice, Kraft Heinz Ingredients and infant/toddler categories are not included in the overall metric. Kraft Heinz Foodservice and Kraft Heinz Ingredients items do not have specific nutrition targets and infant/toddler product targets are based on local guidelines, which we fully abide by.
Goal metric: Amount of sugar reduced in products	Pounds	9,540,000	47,106,478	-2,534,293		FB-PF-260a.2		The 2023 number was updated in July 2025 to present the annual progress (instead of cumulative progress) consistent with prior years' reports.
Goal metric: Amount of sodium reduced in BBQ sauce and Kraft salad dressings in North America	Percentage	0	0	0		FB-PF-260a.2		In 2023, we did not make progress on our North America sodium goals but we are actively working on the development of recipes to achieve this goal, with plans to implement in 2024 and 2025.
Goal metric: Meals provided to people in need	Number of meals	326,535,284	333,870,788	367,931,795				In 2022, we further improved our meal equivalency calculation methodology in close collaboration with a global partner, which we also applied retroactively from 2020 for consistency. This resulted in a lower restatement of historical meals from 2020-2021. We are still proudly on track to achieving our goal of providing 1.5 billion meals to people in need in advance of 2025.

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Workplace Metrics								
Global Employees								
Goal metric: Women in management roles	Percentage of employees in management roles	39%	41%	43%	405-1			
Goal metric: People of color (U.S. employees only)	Percentage of total employees	26%	28%	29%	405-1			Includes U.S. and Puerto Rico Salaried employees.
Goal Metric: Black, Asian, Minority Ethnic (BAME) in the U.K.	Percentage of total employees in the U.K.	11%	13%	14%	405-1			Black, Asian, Minority Ethnic; a commonly used abbreviation in the UK. The aspiration is based on a weighted average of the split between our populations in London office, and our factories.
Goal Metric: Salaried Brazil employee population who identify as Prestos e Pardos	Percentage of salaried employees in Brazil	30%	32%	34%	405-1			Pretos e Pardos translates to "Black & two or more races." 2022 goal progress excludes BR Spices and Hemmer acquisitions that occurred in 2022. These acquisitions are included in all other HR metrics.
Total employees	Number of employees	37,821	38,512	37,876	405-1			Total employees include temporary, seasonal and student workers in addition to regular full-time employees. Note that all reported global employee metrics do not include employees that joined the Company as part of acquisitions that closed in the fourth quarter of 2021.
Full-time employees	Percentage of total employees	98.42%	98.86%	98.86%	405-1			
Part-time employees	Percentage of total employees	1.58%	1.14%	1.14%	405-1			
Women	Percentage of total employees	37%	37%	37%	405-1			
Men	Percentage of total employees	63%	63%	62%	405-1			
Nonbinary	Percentage of total employees	< 1%	< 1%	< 1%	405-1			
Gender not disclosed	Percentage of total employees	< 1%	< 1%	< 1%	405-1			
White (U.S. employees only)	Percentage of total employees	70%	69%	69%	405-1			Includes U.S. and Puerto Rico Salaried employees.
Ethnicity not available (U.S. employees only)	Percentage of total employees	3%	3%	3%	405-1			Includes U.S. and Puerto Rico Salaried employees.

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Metric	Unit	2021	2022	2023	GRI	SASB	TCFD	Notes
Executive Leadership Team								
African American or Black	Percentage of executive leadership team	10%	10%	10%	405-1			
Hispanic or Latino	Percentage of executive leadership team	70%	60%	70%	405-1			
White	Percentage of executive leadership team	20%	20%	20%	405-1			
Asian	Percentage of executive leadership team	0%	10%	0%				
Women	Percentage of executive leadership team	30%	40%	30%	405-1			
Men	Percentage of executive leadership team	70%	60%	70%	405-1			
Safety Metrics								
Total Recordable Incident Rate (TRIR)	Rate	0.62	0.53	0.53		FB-MP-320a.1		
Learning & Development Metrics								
Average learning hours per employee	Hours	14.4	14	22.79				

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TOGETHER *at the* TABLE

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