



Nestlé Good food, Good life



Creating Shared Value and Sustainability Report 2023

Advancing regenerative food systems at scale

Nestlé's Report Pursuant to article 964k of the Swiss Code of Obligations and the Ordinance Promulgated Thereunder Regarding Child Labor¹

The above-mentioned provisions of Swiss law require Nestlé S.A. to prepare and publish an annual report on compliance with its statutory due diligence obligations with respect to child labor. Nestlé's child labor report consists of the information contained in the following documents²:

1.	The information contained in the section "Advancing human rights" of our 2023 Nestlé Creating Shared Value and Sustainability Report, starting on page 35
2.	Nestlé's Human Rights Framework and Roadmap, which is available here
3.	Nestlé's Responsible Sourcing Standard, which is available here
4.	Nestlé's Corporate Business Principles, particularly section 6 thereof, which is available here
5.	Nestlé's Salient Issue Action Plan: Child labor and access to education, which is available here
6.	Nestlé's Human Rights Policy: which is available here

¹ Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labor (DDTrO) of 3 December 2021.

² In each case together with any of the policies, frameworks or other documents referenced in these documents.

TCFD Index

Disclosure in CSV and Sustainability Report 2023		Summary of our alignment with the Task Force on Climate-related Financial Disclosures (TCFD)
Governance		
Board’s oversight	Page 4	Oversight of climate-related risks and opportunities is embedded at the highest level. The Board has oversight of climate-related matters and monitors progress toward related goals. The Board is responsible for the Company’s strategy and organization and provides oversight of its financial and non-financial performance and reporting. The Board approves the Company’s ESG/sustainability strategy and approves its CSV and Sustainability Report for submission to the Annual General Meeting.
Management’s role	Page 4	The Executive Board is responsible for executing sustainability strategies, including our Net Zero Roadmap, through an ESG & Sustainability Council. At an operational level, an ESG Strategy and Deployment Unit drives implementation.
Strategy		
Climate-related risks and opportunities	Pages 9 to 19	Climate change is considered a material risk for Nestlé. Within our Enterprise Risk Management framework, we conduct an annual assessment of climate change risks and review the strategy and plans to mitigate them. We assess related financial risks using a discounted cash flow methodology. Our assessment establishes: – Transition risks: we have assessed transition risks to 2030, based on exposure levels from low-, intermediate- and high-emission pathways. Modeling results show a degree of exposure, but our Net Zero Roadmap could reduce this by up to half. – Physical risks: changing temperatures and weather extremes can affect the quality and availability of key raw materials through lower and variable yields, as well as shifts in the regions suitable for cultivation. For 12 key ingredients covering 90% of our spend, we estimated the yield change in 2040 versus today in a ‘steady-state’, intermediate climate scenario (+2 to 3 °C by 2100), discounting the unpredictable impacts of extreme events. Nestlé is well positioned to implement nature-based solutions for less resource-intense and more resilient food production, as it has direct access to more than 500 000 farmers. One significant example is <i>Nescafé Plan 2030</i> , which aims to help drive regenerative agriculture, reduce GHG emissions and improve farmers’ livelihoods.
Impacts of climate-related risks and opportunities	Pages 9 to 11	
Resilience of the organization’s strategy	Pages 9 to 11	
Risk management		
Processes for identifying and assessing climate-related risks	Pages 9 to 11	
Processes for managing climate-related risks	Pages 9 to 11	
Integration into the organization’s overall risk management	Pages 9 to 11	
Targets		
Targets used to manage climate-related risks, opportunities and performance	Pages 7 and 8	We review our Net Zero Roadmap for achieving planned GHG emissions reductions for 2025 and 2030 annually to validate that our activities are keeping us on the path to net zero and are helping mitigate and adapt to climate risk throughout our value chain. In 2023, we used the following indicator for the first time: Net reduction of GHG emissions vs. 2018 baseline (%). Previously absolute amount of reductions and removals vs. Business As Usual was used as an indicator. Therefore, data are not comparable between years.

	Unit	2020 ¹	2021 ¹	2022	2023	Related commitment
Metrics						
Net reduction of GHG emission vs. 2018 baseline ²	%	n/a ³	n/a ³	n/a ³	13.58	Our Net Zero Roadmap to reduce Nestlé’s in scope emissions: – by 20% by 2025 compared to 2018 baseline – by 50% by 2030 compared to 2018 baseline – to be net zero by 2050
Gross direct (Scope 1) GHG emissions (CO ₂ e)	Million tonnes	3.31 ⁴	3.38 ⁴	3.27 ⁴	3.16	
Gross market-based indirect (Scope 2) GHG emissions (CO ₂ e)	Million tonnes	1.62 ⁴	1.44 ⁴	0.74 ⁴	0.31	
Gross other indirect (Scope 3) GHG emissions (CO ₂ e) ⁵	Million tonnes	99.43 ⁴	98.75 ⁴	93.79 ⁴	84.08	
Total (Scopes 1, 2 & 3) GHG emissions (CO ₂ e) ⁵	Million tonnes	104.35 ⁴	103.58 ⁴	97.80 ⁴	87.54	
Key ingredients Responsibly Sourced ⁶	%		16.3	22.0	36.2	
Primary supply chains for meat, palm oil, pulp and paper, soy and sugar assessed 100% deforestation-free by 2022	%	90.0	97.2	99.1	97.9	
Primary supply chains for coffee and cocoa, meat, palm oil, pulp and paper, soy and sugar assessed 100% deforestation-free by 2025	%	n/a	n/a	n/a	93.4	
Key ingredients sourced from farmers adopting regenerative agricultural practices ⁷	%			6.8	15.2	
Renewable electricity sourced in our manufacturing sites at year end	%	50.5	63.7	78.4	91.9	
Total energy consumed in our factories	GJ	81385568	82779476	80131120	76824313	Part of our sustainable packaging strategy, we are committed to 33% virgin plastic reduction by 2025 compared to 2018.
Energy consumed in factories that is renewable energy	%	23.1	25.3	30.6	35.0	
Energy consumed in factories that was supplied from grid electricity ⁸	%	12.2	10.2	6.0	28.0 ⁸	
Virgin plastic reduction versus 2018 baseline	%	4.0	8.1	10.5	14.9	
Water use reduction in our factories	Million cubic meters	1.69	2.30	2.38	3.00	We aim to reduce water use in our factories by 6 million m ³ between 2021 and 2023 (million m ³). We have achieved cumulative 7.68 million m ³ vs. 6 million m ³ ambition cumulative between 2021 and 2023.

1 As previously reported.

2 Covers emissions related to our net zero commitment. Net reductions (%) include removals from both insetting and landscape projects.

3 New indicator in 2023 and replaces previously reported metric.

4 Restated due to acquisitions, divestitures, emissions factor restatements and adjusted scope.

5 Includes emissions not in scope for Net Zero Roadmap.

6 Renamed 'Ingredients Responsibly Sourced' from 'Ingredients Produced Sustainably'. All methodologies, metrics and targets remain the same as 2022. This KPI measures the performance of volumes at origin level against the requirements of the Nestlé Responsible Sourcing Standard and the progressive delivery of positive impacts on people, nature and climate in Nestlé’s sourcing origins. Priority raw materials refers to 14 key agricultural raw materials that cover 95% of our annual sourcing by volume: cereals and grains; cocoa; coconut; coffee; dairy; fish and seafood; hazelnuts; meat, poultry and eggs; palm oil; pulp and paper; soy; spices; sugar; and vegetables.

7 In 2023, the following ingredients are included in the numerator: dairy (fresh milk and dairy derivatives), coffee (excluding blended green coffee and blue bottle), cocoa, cereals and grains, soy and vegetables. The denominator includes all raw materials in scope: coffee, cocoa, dairy, sugar, cereals and grains, meat, poultry and eggs, palm oil, soy, vegetables, fish and seafood.

8 Methodology calculation has changed in 2023 from previous years and the KPI is not directly comparable.

Nestlé's 2023 Creating Shared Value and Sustainability key performance indicators

Our Reporting Scope and Methodology for ESG Key Performance Indicators document provides details and definitions and can be found [here](#).

Indicator	Unit	2020	2021	2022	2023	GRI index	SASB index	Notes on the data
On the road to net zero								
Net reduction of GHG emissions vs. 2018 baseline	%				13.58	305-5/a		This indicator is used since 2023 only. Previously absolute amount of reductions and removals vs. Business As Usual was used as indicator. Therefore, data are not comparable.
Gross direct (Scope 1) GHG emissions (CO ₂ e)	Million tonnes	3.31 ¹	3.38 ¹	3.27 ¹	3.16	305-1/a		2020, 2021 and 2022 restated due to acquisitions, divestitures, emissions factor restatements and adjusted scope.
Gross market-based indirect (Scope 2) GHG emissions (CO ₂ e)	Million tonnes	1.62 ¹	1.44 ¹	0.74 ¹	0.31	305-2/b		
Gross other indirect (Scope 3) GHG emissions (CO ₂ e)	Million tonnes	99.43 ¹	98.75 ¹	93.79 ¹	84.08	305-3/a		
Total (Scope 1+2+3) GHG emissions (CO ₂ e)	Million tonnes	104.35 ¹	103.58 ¹	97.80 ¹	87.54			
Renewable electricity sourced in our manufacturing sites at year end	%	50.5	63.7	78.4	91.9			
Global fleet of vehicles switched to lower emission options	%	17.6	27.2	41.0	49.3			
CO ₂ e removals delivered for the reporting year	Million tonnes		n/a	n/a	0.76			
Reductions of ingredients' emissions by GHG								
Carbon dioxide (CO ₂)	%				11.89	305-5/b		
Methane (CH ₄)	%				15.32	305-5/b		
Nitrous oxide (N ₂ O)	%				11.36	305-5/b		
Energy management								
Energy consumption in factories	GJ	81 385 568	82 779 476	80 131 120	76 824 313	302-1/e	FB-PF-130A.1	
Energy consumed that was supplied from grid electricity in factories	%	12.2	10.2	6.0	28.0		FB-PF-130A.1	
Energy consumed that is renewable energy in factories	%	23.1	25.3	30.6	35.0		FB-PF-130A.1	

1 Restated due to acquisitions, divestitures, emissions factor restatements and adjusted scope.

Indicator	Unit	2020	2021	2022	2023	GRI index	SASB index	Notes on the data
On the road to net zero (continued)								
Weight of waste generated								
Total weight of waste generated	Tonnes			1811947	1564 810	306-3/a		
Hazardous waste generated – biomass	Tonnes			839	3 157	306-3/a		Changes in the classification of waste in 2022 mean that prior year data are not comparable.
Non-hazardous waste generated – biomass	Tonnes			1414 716	1027 439	306-3/a		
Hazardous waste generated – other waste	Tonnes			33 061	9 622	306-3/a		
Non-hazardous waste generated – other waste	Tonnes			363 331	524 592	306-3/a		
Looking at the whole landscape								
Trees secured for planting	Millions		24.6	12.4	14.7			Commitment is cumulative, however, all numbers provided here are annual achievements.
Coffee sourced through the <i>Nescafé Plan 2030</i> or <i>Nespresso AAA Sustainable Quality™ Program</i>	%	75.0	82.8	88.0	92.8			
<i>Nespresso</i> Coffee sourced through the <i>Nespresso AAA Sustainable Quality™ Program</i>	%	93.0	92.6	93.1	94.4			
Number of forest and fruit trees distributed to cocoa farmers	Number	669 305	1 038 904	1 470 614	1 386 240			
Primary supply chains assessed as deforestation-free								
Primary supply chains for meat, palm oil, pulp and paper, soy and sugar assessed 100% deforestation-free by 2022 ¹	%	90.0	97.2	99.1	97.9			Prior to 2023 coffee and cocoa were not included in this KPI, making the numbers incomparable.
Primary supply chains for coffee and cocoa, meat, palm oil, pulp and paper, soy and sugar assessed 100% deforestation-free by 2025					93.4			
Meat	%				99.9			
Palm oil	%				96.0			
Pulp and paper	%				98.2			
Soy	%				97.9			
Sugar	%				98.1			
Cocoa	%				42.3			
Coffee	%				92.8			

1 Cocoa and coffee only included in 2023.

Indicator	Unit	2020	2021	2022	2023	GRI index	SASB index	Notes on the data
More regenerative practices on farms								
Key ingredients sourced from farmers adopting regenerative agricultural methods	%			6.8	15.2			In 2023, the following ingredients are included in the numerator: dairy (fresh milk and dairy derivatives), coffee (excluding blended green coffee and blue bottle), cocoa, cereals and grains, soy and vegetables. The denominator includes all raw materials in scope: coffee, cocoa, dairy, sugar, cereals and grains, meat, poultry and eggs, palm oil, soy, vegetables, fish and seafood. Please refer to the Reporting Scope and Methodology for ESG KPIs document for full details.
Water stewardship								
Water related incidents	Number			5	1	303-1/a	FB-PF-140A.2	
Total water discharged	Million cubic meters	59.2	59.0	53.2	48.4	303-4/a		
Water use reduction in factories	Million cubic meters	1.69	2.30	2.38	3.00			
Nestlé Waters sites certified to the AWS Standard	Number	34	19	21	23			This number reduced In 2021 due to the sale of Nestlé Waters North America.
Nestlé Waters volumetric water benefits delivered by implementing local water stewardship projects	Million cubic meters			2.3	4.4			Reported for the first time in 2022.
Water management								
Total water withdrawn	Million cubic meters	115.4	98.0	97.1	95.6	303-3/a	FB-PF-140A.1	
Total water consumed	Million cubic meters	56.2	39.0	43.9	47.2	303-5/a	FB-PF-140A.1	
Water withdrawn in regions with High or Extremely High Baseline Water Stress	%	25.0	35.4	36.1	36.7		FB-PF-140A.1	
Water consumed in regions with High or Extremely High Baseline Water Stress	%	30.0	49.1	51.5	48.6		FB-PF-140A.1	
Quality of effluents treated internally and discharged to the environment								
Total direct output of chemical oxygen demand load to the environment	Tonnes				1911			
Aggregated annual chemical oxygen demand concentration	mgO ₂ /l				81			
Effluent water treated internally	%				51			

Indicator	Unit	2020	2021	2022	2023	GRI index	SASB index	Notes on the data
Responsible sourcing								
Key ingredients Responsibly Sourced	%		16.3	22.0	36.2		FB-PF-430A.1	Key ingredients refers to 14 key agricultural raw materials that cover 95% of our annual sourcing by volume: cereals and grains; cocoa; coconut; coffee; dairy; fish and seafood; hazelnuts; meat, poultry and eggs; palm oil; pulp and paper; soy; spices; sugar; and vegetables. Data before 2022 are not comparable since definition changed.
Certified palm oil sourcing (RSPO or equivalent)	%	58.1	71.1	71.0	100.0		FB-PF-430A.1	2022 data comprises Roundtable on Sustainable Palm Oil certifications and credits as follows: 20.0% segregated, 1.6% mass balance, 45.6% book and claims without including credits from independent smallholders, 3.7% book and claims from independent smallholders only.
Cocoa sourced through the <i>Nestlé Cocoa Plan</i>	%	48.0	50.6	68.3	85.5		FB-PF-430A.1	The % cocoa sourced through the <i>Nestlé Cocoa Plan</i> includes volumes of Rainforest Alliance certified mass balance cocoa that are not accounted for in the global Responsibly Sourced indicator above. We also include verified <i>Nestlé Cocoa Plan</i> volumes and farm data provided by suppliers.
Number of farmers in the <i>Nestlé Cocoa Plan</i>	Number	124 053	152 236	157 157	179 399			
<i>Nescafé</i> Coffee sourced through the <i>Nescafé Plan</i>	%	75.0	81.5	87.0	92.5			
<i>Nespresso</i> Coffee sourced through the <i>Nespresso AAA Sustainable Quality™ Program</i>	%	93.0	92.6	93.1	94.4			
Coffee sourced through the <i>Nescafé Plan</i> or <i>Nespresso AAA Sustainable Quality™ Program</i>	%	75.0	82.8	88.0	92.8			
Number of forest and fruit trees distributed to cocoa farmers	Number	669 305	1 038 904	1 470 614	1 386 240			Values provided are representative of annual achievements and are not cumulative.
Cage-free eggs sourced	%		76.3	71.7	72.9			
Farmers trained on practices	Number		435 500	419 228	497 395			

Advancing human rights

Volume of cocoa sourced from all countries covered by the CLMRS or other dedicated due diligence systems, with mass balance included	%				70.6			
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Packaging and circularity								
Total packaging indicators								
Packaging pieces placed on the market	Billions	352	344	330	320			2021 data restated due to acquisitions, divestitures and packaging changes.
Packaging made from recycled and/or renewable materials	%	37.0	39.5	36.0	41.5	301-2/a	FB-PF-410A.1	
Packaging that is recyclable, reusable, and/or compostable	%	84.0	85.4	85.8	86.6		FB-PF-410A.1	Based on the Ellen MacArthur Foundation Global Commitment reporting rules.
Total weight of packaging	Million tonnes	4.5	3.8	3.6	3.4	301-1/a	FB-PF-410A.1	
Packaging that is reusable	%			1.00	0.84		FB-PF-410A.1	

Indicator	Unit	2020	2021	2022	2023	GRI index	SASB index	Notes on the data
Packaging and circularity (continued)								
Plastic packaging indicators								
Total weight of plastic packaging	Kt			927.0	896.6			
Plastic packaging designed for recycling	%	74.8	74.9	81.9	83.5		FB-PF-410A.1	Based on the Ellen MacArthur Foundation Global Commitment reporting rules.
Virgin plastic reduction versus 2018 baseline	%	4.0	8.1	10.5	14.9			
Recycled plastic in plastic packaging	%	1.7	4.3	7.7	9.3	301-2/a	FB-PF-410A.1	
Global plastic use by weight and type								
Global PET (polyester) use	%		32.1	34.8	34.2			
Global PE (polyethylene) use	%		18.1	19.1	19.1			
Global PP (polypropylene) use	%		19.4	21.6	23.7			
Global PO (polyolefin) use	%		5.4	6.6	6.5			
Global laminates use	%		24.1	17.2	15.3			
Global use, other plastics	%		0.8	0.7	1.2			
Supporting balanced and sustainable diets								
Number of countries with audits on the Nestlé Policy on WHO Code	Number		31	32	-			Data disclosed in this report relates to 2022 consolidated data, which is one year behind our other KPIs. Data disclosed in our 2022 Creating Shared Value and Sustainability Report stated values were for 2022, when in fact were values for 2021.
Instances of detected non-compliances with the Nestlé Policy on WHO Code	Number		116	96	-		FB-PF-270A.3	Data disclosed in this report relates to 2022 consolidated data, which is one year behind our other KPIs. Data disclosed in our 2022 Creating Shared Value and Sustainability Report stated values were for 2022, when in fact were values for 2021.
Sanctions (with a threshold of CHF 10 million) due to products’ labeling or marketing violations	Number		0	0	0	417-2/a	FB-PF-270A.4	
Total number of servings of micronutrient-fortified foods and beverages	Billions	205.3	207.4	211.4	205.8			The ‘big four’ micronutrients are iron, vitamin A, iodine and zinc. 2021 data corrected to adjust for some products that were reclassified.
Number of servings of micronutrient-fortified affordable nutrition	Billions	120.2	128.4	129.2	127.6			

Indicator	Unit	2020	2021	2022	2023	GRI index	SASB index	Notes on the data
Supporting balanced and sustainable diets (continued)								
Health Star Rating (HSR): an independent nutrient profiling system. Calculations are based on the recipe for each product and are not necessarily included on the product label.								
Net sales from products with a Health Star Rating of 3.5 and above – excluding PetCare	%			37	38			Covers 76% of total net sales. Excludes products that are not foods or beverages for consumption and some recent acquisitions. Health Star Ratings are calculated based on the recipe for each product and are not necessarily included on the product label.
Net sales from products with a Health Star Rating of between 1.5 and 3.5 – excluding PetCare	%			22	20			
Net sales from products with a Health Star Rating of less than 1.5 – excluding PetCare	%			21	21			
Net sales from specialized nutrition products – excluding PetCare	%			20	21			
Global NNS covered by the assessment – excluding PetCare	%			79	76			Covers 97% of total net sales. Excludes products that are not foods or beverages for consumption and some recent acquisitions. Health Star Ratings are calculated based on the recipe for each product and are not necessarily included on the product label.
Net sales from products with a Health Star Rating of 3.5 and above – including PetCare	%			30	31			
Net sales from products with a Health Star Rating of between 1.5 and 3.5 – including PetCare	%			18	16			
Net sales from products with a Health Star Rating of less than 1.5 – including PetCare	%			17	17			
Net sales from specialized nutrition products – including PetCare	%			35	36			
Global NNS covered by the assessment – including PetCare	%			97	95			
Compliance with Nestlé Marketing Communication to Children Policy								
Compliance with Nestlé Marketing Communication to Children policy: TV	%		98.7	98.4	98.4			100% of the audited influencers’ posts were assessed as not appealing to children below 13 years. Following a change in methodology, breaches for posts not targeted to children are also included.
Compliance with Nestlé Marketing Communication to Children policy: Websites	%		100.0	100.0	100.0			
Compliance with Nestlé Marketing Communication to Children policy: Social media	%		83.4	100.0	100.0			
Compliance with Nestlé Marketing Communication to Children policy: Influencers	%		100.0	37.5	88.9			
Compliance with Nestlé Marketing Communication to Children policy: Average total	%		95.5	84.0	96.8			
Food safety and quality								
Percentage of FSSC Certified Manufacturing and R&D units that produce food and pet food for human and pets (cats and dogs) consumption	%		97	98	98.4			
Ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	% by cost		88.0	91.9	92.9		FB-PF-250A.2	
Number of food safety recalls issued	Number	10	9	10	13		FB-PF-250A.4	

Indicator	Unit	2020	2021	2022	2023	GRI index	SASB index	Notes on the data
Food safety and quality (continued)								
Global Food Safety Initiative audits								
Global Food Safety Initiative (GFSI) audit: (1) non-conformance rate	Number		2.85	2.77	2.79		FB-PF-250A.1	
Global Food Safety Initiative (GFSI) audit: (2) associated corrective action rate for major non-conformances	Number		4.25	2.14	2.55		FB-PF-250A.1	
Global Food Safety Initiative (GFSI) audit: (3) associated corrective action rate for minor non-conformances	Number		1.56	1.52	1.55		FB-PF-250A.1	
Our diverse and inclusive culture								
Management positions held by women	%				46.4	405-1/b-i		
Apprenticeship and traineeship opportunities	Number		11 598	11 495	10 807	401-2		
Young people around the world with access to economic opportunities since 2017	Millions	2.4	3.8	5.6	7.7	401-1		
Women on Company board	%				33.3	405-1/a-i		
Chairperson is a woman	Yes/No				no			
Gender balance in board leadership	%				20.0			
Chief Executive Officer (CEO) is a woman	Yes/No				no			
Woman Chief Financial Officer (CFO) or equivalent	Yes/No				no			
Women executive officers	%				31.2			
Chief Diversity Officer (CDO)	Yes/No				yes			
Women in total management	%				46.4	405-1/b-i		
Women in senior management	%				34.6	405-1/b-i		
Women in middle management	%				47.0	405-1/b-i		
Women in non-managerial positions	%				38.9	405-1/b-i		
Women in total workforce	%				39.8	405-1/b-i		
Women total promotions	%				51.7			
Women IT/Engineering	%				31.0			
New hires that are women	%				44.7	401-1/a		
Women attrition	%				45.8			
Number of weeks of fully paid primary parental leave offered	Number				18	401-3		
Number of weeks of fully paid secondary parental leave offered	Number				4	401-3		
Parental leave retention rate	%				91.9	401-3/e		
Flexible working policy	Yes/No				yes			
Employee resource groups for women	Yes/No				yes			
Unconscious bias training	Yes/No				yes			
Annual anti-sexual harassment training	Yes/No				yes			

Indicator	Unit	2020	2021	2022	2023	GRI index	SASB index	Notes on the data
Opportunities for young people								
Young people impacted through digital events (e.g. career fairs, educational webinars, e-learning programs) that focus on upskilling young people and make them more employable	Number		1291306	1415687	1393147			
Young farmers trained through agripreneurship program	Number		7422	5121	8464			
Nestlé employees hired under 30 years old, unlimited and temporary contract	Number		23899	26610	23804			
Young entrepreneurs who have received some basic, but tangible benefit from Nestlé	Number			64977	72630			
An employer of choice								
Markets offering Employee Assistance Program (EAP) to support employees' mental health and well-being	%				93	403-6/a		
Markets providing supportive measures for employees working with cancer	%				93	403-6/a		
Number of primary and secondary caregivers having used paid parental leave	Number				58272	401-3/b		
Retention of primary and secondary caregivers having used paid parental leave after one year	%				92.7	401-3/e		
Total employees covered by collective bargaining agreements	%		54.4	56.3	52.7			
Average hours of technical or vocational training provided to workers in the Company's operations	Hours		15.8	9.3	15.1	404-1/a		
Employees reached through global employee health promotion communication campaigns	Number		130063	156600	227000			
Employees having watched #HealthyLives videos	Number		31636	33136	55113			
Views of #HealthyLives videos	Number		445776	509974	701704			
Views of HealthTalks webinars	Number		14480	4066	3885			
Activations in <i>Pleaz</i> platform to support mental health and physical activity	Number		26193	60452	123374			
Employees having access to <i>My Health Numbers</i> program	Number		227640	233385	233385			
Employees having participated in <i>My Health Numbers</i> program	Number		49687	108830	118401			
Canteens offering a healthy meal	%		94.4	94.6	96.0			
Markets offering a nap room or equivalent to rest	%		53.0	54.5	38.0			
Recordable injury rate								
Recordable injury rate per million hours worked	Number	1.28	1.33	1.21	1.17	403-9/a-iii		
Total recordable fatalities	Number	5	3	6	1	403-9/a-i		
Total irreversible injuries	Number	14	13	22	10	403-9/a-ii		

Indicator	Unit	2020	2021	2022	2023	GRI index	SASB index	Notes on the data
An employer of choice (continued)								
Recordable illness rate								
Recordable illness rate per million hours worked	Number		0.71	0.66	0.66			
Total recordable fatalities from illnesses	Number		0	0	0	403-10/a-i		
Total irreversible illnesses	Number		20	20	16			
Total number of employees by employment contract (permanent and temporary) by gender								
Total number of permanent employees: female	Number		94 337	94 072	96 172	2-7		
Total number of temporary employees: female	Number		8 779	8 335	8 471	2-7		
Total number of permanent employees: male	Number		155 175	147 310	149 800	2-7		
Total number of temporary employees: male	Number		8 632	7 883	7 857	2-7		
Total number of employees by employment contract (permanent and temporary) by region								
Total number of permanent employees: Asia, Oceania and Africa	Number			55 034	58 304	2-7		Data not available for prior years due to restructure of geographical zones.
Total number of temporary employees: Asia, Oceania and Africa	Number			3 868	3 781	2-7		
Total number of permanent employees: Europe	Number			76 618	77 222	2-7		
Total number of temporary employees: Europe	Number			7 152	6 975	2-7		
Total number of permanent employees: Greater China	Number			19 366	18 280	2-7		
Total number of temporary employees: Greater China	Number			276	560	2-7		
Total number of permanent employees: Latin America	Number			55 125	53 732	2-7		
Total number of temporary employees: Latin America	Number			4 512	4 570	2-7		
Total number of permanent employees: North America	Number			35 267	38 495	2-7		
Total number of temporary employees: North America	Number			412	446	2-7		
Total number of employees by employment contract (full-time and part-time) by gender								
Total number of full-time employees: female	Number		96 382	95 991	98 503	2-7		
Total number of part-time employees: female	Number		6 734	6 416	6 140	2-7		
Total number of full-time employees: male	Number		160 649	152 629	154 752	2-7		
Total number of part-time employees: male	Number		3 158	2 564	2 905	2-7		

Indicator	Unit	2020	2021	2022	2023	GRI index	SASB index	Notes on the data
The foundations of ethical business								
CARE social audit program								
Number of data breaches notified to authorities	Number			8	8	418-1/b		
Locations covered by CARE audits	Number	300	379	389	440			
CARE audits performed	Number	150	247	264	194			
CARE audit improvement opportunities identified	Number	274	333	511	298			
CARE audit gaps closed	Number	253	161	283	186			
Messages received through <i>Speak Up</i> system								
Total messages received through <i>Speak Up</i> system	Number	3 305	2 475	2 516	2 874			
Abuse of power and/or mobbing/bullying	Number		567	743	768			
Unfair treatment	Number		386	368	565			
Labor practice	Number		373	272	249			
Harassment (excluding sexual harassment)	Number		108	168	214			
Fraud (misappropriation or misconduct on accounting/financial statement)	Number		137	128	131			
Safety and health	Number		156	122	88			
Violation of law/regulations	Number		91	120	104			
Gifts, families and relatives, conflict of interest	Number		91	91	109			
Bribery and corruption	Number		55	88	47			Messages substantiated did not involve government officials.
Violence and discrimination	Number		78	86	172			
Sexual harassment	Number		59	81	104			
Confidential information, privacy policy (data privacy, trade secrets, intellectual property)	Number		49	65	51			
Third-party compliance	Number		94	54	135			
Seeking compliance advice	Number		63	43	65			
MANCOM members related	Number		17	27	46			
Human rights (child labor, forced labor and modern slavery)	Number		49	16	1			
Environmental impact	Number		43	14	8			
Economic sanctions	Number		10	12	2			
Antitrust and fair dealing	Number		33	9	8			
Non-compliance against WHO code	Number		11	5	7			
Executive board members/senior managers in Switzerland	Number		5	4	0			

Indicator	Unit	2020	2021	2022	2023	GRI index	SASB index	Notes on the data
The foundations of ethical business (continued)								
Cases substantiated through <i>Speak Up</i> system								
Total cases substantiated through <i>Speak Up</i> system	Number	532	580	578	691	2-16b		
Abuse of power and/or Mobbing/Bullying	Number		188	222	227	2-16b		
Unfair treatment	Number		97	26	68	2-16b		
Labor practice	Number		77	69	69	2-16b		
Harassment (excluding sexual harassment)	Number		37	52	44	2-16b		
Sexual harassment	Number		22	36	29	2-16b		
Fraud (misappropriation or misconduct on accounting/financial statement)	Number		28	35	43	2-16b		
Violation of law/regulations	Number		25	27	27	2-16b		
Gifts, families and relatives, conflict of interest	Number		8	22	30	2-16b		
Bribery and corruption	Number		4	22	5	2-16b		Messages substantiated did not involve government officials.
Safety and health	Number		29	21	21	2-16b		
Violence and discrimination	Number		19	16	53	2-16b		
Third party compliance	Number		17	8	48	2-16b		
Confidential information, privacy policy (data privacy, trade secrets, intellectual property)	Number		11	8	18	2-16b		
MANCOM members related	Number		2	6	3	2-16b		
Seeking compliance advice	Number		10	5	0	2-16b		
Environmental impact	Number		3	2	1	2-16b		
Non-compliance against WHO code	Number		1	1	4	2-16b		
Human rights (child labor, forced labor and modern slavery)	Number		1	0	1	2-16b		
Antitrust and fair dealing	Number		1	0	0	2-16b		
Economic sanctions	Number		0	0	0	2-16b		
Executive board members/senior managers in Switzerland	Number		0	0	0	2-16b		
Messages closed through <i>Speak Up</i> system								
Total messages closed through <i>Speak Up</i> system	Number	2721	1944	1758	2341			
Community giving								
Financial aid	CHF				39 265 000	201-1/a-ii		
Product donations	CHF				135 490 000	201-1/a-ii		
Total Community giving investment	CHF				177 471 000	201-1/a-ii		

Our full Global Reporting Initiative (GRI) Index and SASB Index can be downloaded [here](#).