



# SNACKING MADE RIGHT

2024 REPORT





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# ABOUT US & HIGHLIGHTS

## LEADING THE FUTURE OF SNACKING

Our Mission is to lead the future of snacking around the world by offering the right snack, for the right moment, made the right way. We strive to create a positive impact on the world and the communities in which we operate while driving more sustainable business performance.

## ICONIC BRANDS

We aim to deliver a broad range of delicious, high-quality snacks made with more sustainable ingredients and packaging.

Our portfolio includes iconic global and local brands such as Oreo, Ritz, Clif Bar baked snacks, as well as Cadbury Dairy Milk, Milka, and Toblerone chocolate.

We are optimizing our portfolio of leading brands and have refined our strategy for accelerated growth by prioritizing our fast growing core categories of chocolate, biscuits, and baked snacks.



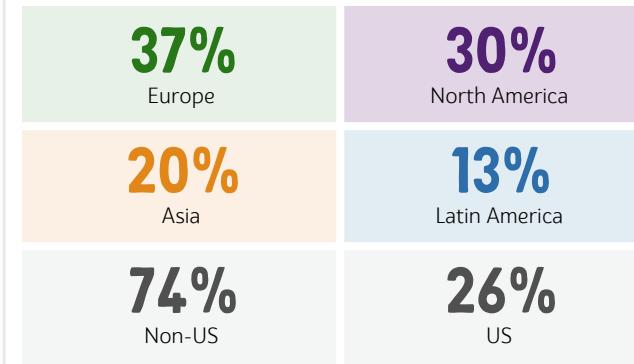
## BUSINESS AMBITION & MARKET SHARE<sup>(22)</sup>

We operate in approximately 80 countries and our products are enjoyed in over 150 countries.

We aim to be the global leader in snacking by focusing on four strategic priorities: Growth, Execution, Culture, and Sustainability.

- Growth:** Accelerate consumer-centric growth.
- Execution:** Drive operational excellence.
- Culture:** Build a winning growth culture.
- Sustainability:** Scale more sustainable snacking.

## NET REVENUES BY REGION (ROUNDED)



## 2024 HIGHLIGHTS

### PLANET

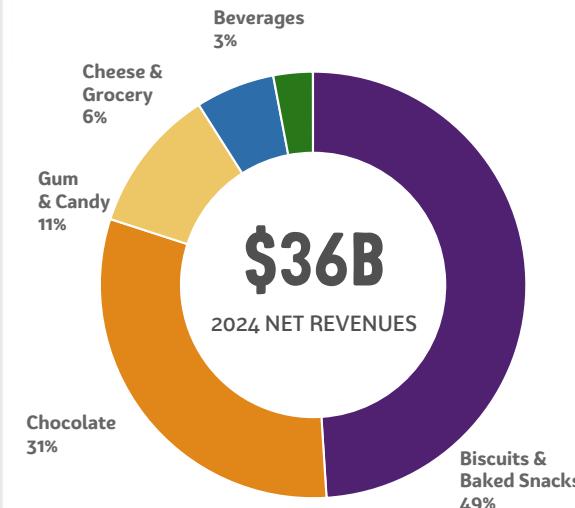
- ~(12)%**
- ~91%**
- ~96%**

greenhouse gas (GHG) emissions reduction across our value chain (vs. 2018).<sup>(1)</sup>

cocoa volume used in our chocolate brands is sourced through Cocoa Life.<sup>(6)</sup>

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

## NET REVENUES BY CATEGORY (ROUNDED)



## GLOBAL MARKET POSITION<sup>(23)</sup>

#1

market position in biscuit

#2

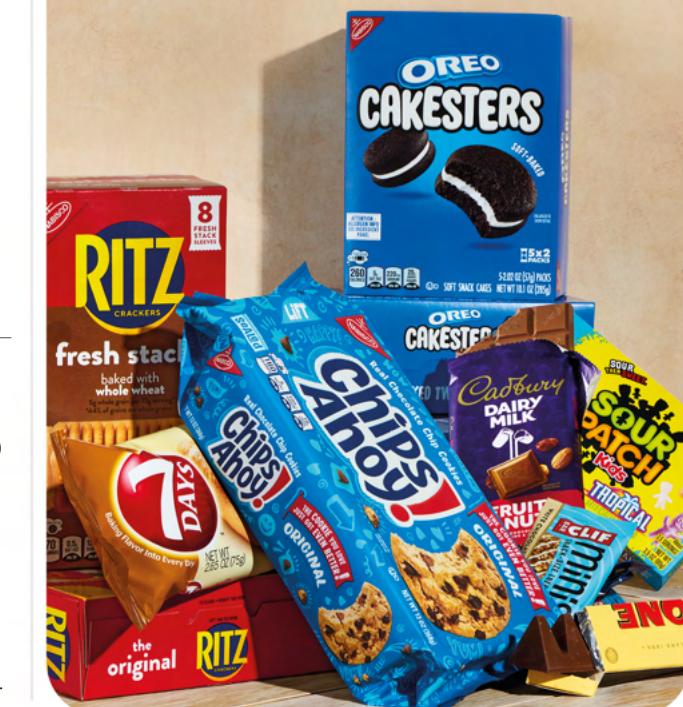
market position in chocolate

#3

market position in cakes & pastries

#3

market position in snack bars



# EXECUTIVE LETTERS



## A letter from Dirk Van de Put

*Chair & Chief Executive Officer,  
Mondelēz International*

A flaky croissant to accompany your morning coffee. A crispy biscuit for a mid-day break. A delicious bite of chocolate to wind down your evening. All over the world, snacking remains an important part of people's lives – a dependable constant in an ever-changing world. At Mondelēz International, we're honored that consumers welcome our iconic chocolate, biscuit, and baked snack brands into their homes – and we are playing our part in our aim to have a positive impact on people and our planet.

Like many other companies, we're closely tracking and planning around a dynamic operating environment. Against a backdrop of continued market and geopolitical uncertainty, stubborn inflation, and record input costs for key ingredients like cocoa, our Values and Purpose continue to guide us. Our more than 90,000 colleagues around the world remain committed to empowering people to snack right – by providing the right snack, for the right moment, made the right way.<sup>(25)</sup>

Accordingly, we continue to prioritize Sustainability as the fourth pillar in our long-term Strategy – alongside Growth, Execution and Culture. We continue to believe that helping to drive positive change at scale across the communities our business touches is an integral part of value creation. Simply put, we believe that more sustainable business is, and always will be, good business.

At the same time, we recognize that analysts, policy makers, and other stakeholders around the world are evolving their expectations, standards, and guidelines for sustainability reporting. As we navigate a broad range of perspectives, we continue to share our progress through this annual Snacking Made Right Report. I'm pleased to share that we are making meaningful progress toward our goals, and I encourage you to learn more in the following pages, including reviewing our full-year 2024 sustainability data.

I'm proud of our team for staying focused and agile in challenging times. The progress detailed in this report would not be possible without our dedicated and passionate people; our strong partnerships with suppliers, customers, and non-governmental organizations (NGOs); and our multiple collaborations with industry coalitions, including the Consumer Goods Forum (CGF) and the World Cocoa Foundation (WCF).

As we progress in 2025, we remain focused on executing with excellence against our long-term growth strategy, including continuing to invest in our focused approach to creating a more sustainable business at scale.

Our team is at its best when we are united and clear about what we need to do. With the right strategy, the right brands, the right geographic footprint, and the right people – I'm confident that we remain solidly positioned for long-term, sustainable growth.



## A letter from Christine Montenegro McGrath

*Chief Impact & Sustainability Officer,  
Mondelēz International*

Since our inception as a Company, we have set measurable goals for advancing more sustainable business practices, focused on where we believe we can have the biggest impact at scale. We have clear roadmaps and strong execution plans – and we remain confident in our ability to make progress against the goals we set.

While numerous stakeholders express changing points of view about the best way to define and evaluate sustainability programs and goals, I'm proud of the consistency of our approach. And I'm proud of the strong progress we continue to achieve against our sustainability goals in 2024, as a result. A few highlights:

- Despite immense challenges facing the cocoa sector, in 2024 we continued to advance our leadership in more sustainable sourcing of critical ingredients.
  - Today about 91% of the cocoa volume used in our chocolate brands is sourced through Cocoa Life (through a mass balance approach), our signature cocoa sourcing program, which aims to help lift up the people and restore landscapes where cocoa grows.<sup>(6)</sup>
- We made continued progress in helping to combat climate change.
  - Our end-to-end footprint GHG emissions reduced across our value chain by approximately (12)% compared to our 2018 baseline or approximately (9)% compared to emissions in the prior year.<sup>(1)</sup>
- We continued advancing our packaging strategy aiming for a more circular economy for packaging.
  - Approximately 96% of our packaging is designed to be recyclable.<sup>(11)</sup>
  - We are pursuing more sustainable sourcing of flexible packaging, while better understanding the challenges facing enhanced sustainable sourcing of rigid plastic materials.

• And we continue to invest in ways to empower consumers to make more mindful snacking choices that fit into their healthy, active lifestyles.

- Approximately 84% of our snacks revenue now comes from Mindful Portion Snacks – that is, snacks that are packaged in individually wrapped mindful portion serving sizes, or with clear mindful portion recommendations on pack.<sup>(17)</sup>

We believe that driving against these and other sustainability goals – detailed in the coming pages – is a supporting driver to enabling our long-term growth, accelerating our leadership position in snacking, and advancing a business that will remain resilient for many years to come. At the heart of our efforts lies the winning growth culture we continue to create in support of our people. Ever humble, but determined, we remain focused on making an impact where we think people and our planet need it most, and I am encouraged by the results of this focus resulting in the 2024 progress made against our goals.

The world is changing rapidly, demanding that we change with it. We continue to adapt while remaining focused on investing in our growth strategy – regularly re-examining our plans and roadmaps in light of a challenging, dynamic environment. Now is the time to stay focused, keep going, and act in line with our Purpose, Mission and Values:

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

Focusing on collaboration across all stakeholders remains at the heart of our sustainability strategy. I'm grateful to work alongside talented, dedicated teams at Mondelēz International, as well as passionate partners in the supplier, customer and NGO communities. I'm proud of the opportunity to learn from each other, challenge ourselves, and co-create impactful solutions.

Together, I'm confident that we will continue to deliver sustainable business growth and long-term value for our many stakeholders.

# OVERVIEW



**Basis for Preparation**

Governance

Sustainability Strategy

Signature Programs &amp; Partnerships

Business Model &amp; Value Chain

Stakeholder Engagement

Double Materiality Assessment Preparation

# BASIS FOR PREPARATION

Snacking Made Right is the lens through which we determine our Environmental, Social and Governance (ESG) priorities to deliver on our Mission of leading the future of snacking. We have a clear strategic approach to making snacking right, so we can drive innovative, more sustainable business growth.

## ABOUT THIS REPORT

This annual Snacking Made Right Report is part of our wider ambition to provide transparent and measurable information for our stakeholders on our goals, policies, initiatives, and programs through ESG reporting. To keep enhancing our reporting to meet evolving requirements around the world, in 2024 we continued to enhance our internal procedures and controls on ESG Reporting Standards. This process provides enhanced clarity for our reporting as we continue to focus on keeping our stakeholders informed of our ongoing journey to make snacking right. As part of this work, in 2024 we continued to monitor evolving regulation, such as the European Union Corporate Sustainability Reporting Directive (EU CSRD), in preparation for mandatory reporting compliance.

Website references throughout this document are provided for convenience only. We assume no liability for any third-party content contained on the referenced websites.

This Report covers the activities of Mondelēz International, Inc. and its subsidiaries (collectively referred to as "Mondelēz International"). Additional details about our goals and other statements made are available in the [Endnotes](#).

## ABOUT OUR ESG GOALS<sup>(46)</sup>

Information about our ESG goals, unless otherwise stated, (i) covers the annual reporting period from January 1 to December 31 of the stated year, (ii) includes manufacturing facilities under our direct and indirect control, (iii) excludes acquisitions since 2018, (iv) excludes Venezuela, and (v) excludes developed-market gum brands, which were divested as of October 1, 2023, in the United States, Canada and Europe. Where quantitative goals are linked to revenue, information is for Mondelēz International revenue (excluding acquisitions since 2018 unless stated otherwise) except Venezuela, for which results are excluded from our consolidated financial statements. Where quantitative goals are linked to operations, information is for operations under the control of our integrated supply chain function (excluding acquisitions since 2018 unless stated otherwise); unless stated otherwise, data for external manufacturing includes estimates.

Due to rounding, numbers presented in this report may not add up precisely to the totals provided and percentages may not reflect the absolute figures. Although the numbers presented in this report for this year's performance are rounded, some of the prior years' numbers were not rounded. Estimation is used in the reporting of some ESG data points, e.g., external manufacturing. As used in this Report, parentheses represent negative numbers. A negative number indicates a reduction when reported in connection with a reduction goal.

The development of ESG reporting requires the use of estimates, judgments, and assumptions that may affect the reported figures at the date of publication during the reporting period. Historical, current, and forward-looking sustainability related information and statements may be based on standards for measuring progress that are still developing internal controls and processes that continue to evolve, and assumptions that are subject to change in the future. The Company's goals are aspirational in nature and are not intended to create legal obligations or rights. We caution you that this information is approximate, that these statements and information are not guarantees of future performance, nor promises that our goals will be met, and are subject to numerous and evolving risks and uncertainties that we may not be able to predict or assess. In some cases, we may determine to adjust our commitments or goals or establish new ones to reflect changes in our business, operations or plans.

## FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements. All statements other than statements of historical fact are "forward-looking statements" for purposes of federal and state securities laws, including any statements of the plans, strategies and objectives of management; any statements regarding our environmental, social and governance and sustainability strategies, goals, policies, initiatives and programs; any statements concerning proposed new products, services or developments; any statements regarding future economic conditions or performance; any statements of belief or expectation; and any statements of assumptions underlying any of the foregoing or other future events. Forward-looking statements may include, among others, the words, and variations of words, "will," "may," "expect," "would," "could," "might," "intend," "plan," "believe," "likely," "estimate," "anticipate," "objective," "predict," "project," "drive," "seek," "aim," "target," "potential," "commitment," "outlook," "continue," "strive," "ambition" or any other similar words.

Although we believe that the expectations reflected in any of our forward-looking statements are reasonable, actual results or outcomes could differ materially from those projected or assumed in any of our forward-looking statements. Our future financial condition and results of operations, as well as any forward-looking statements, are subject to change and to inherent risks and uncertainties, many of which are beyond our control. Please also see our risk factors, as they may be amended from time to time, set forth in our filings with the U.S. Securities and Exchange Commission (SEC), including our most recently filed Annual Report on Form 10-K and subsequent Quarterly Reports on Form 10-Q. There may be other factors not presently known to us or which we currently consider to be immaterial that could cause our actual results to differ materially from those projected in any forward-looking statements we make. We disclaim and do not undertake any obligation to update or revise any forward-looking statement in this report, except as required by applicable law or regulation. The information included in, and any issues identified as material for purposes of, this report is not an indication such matters are material to the Company, our operations, business, strategy, or financial performance, or to our stakeholders, for purposes of our SEC or other mandatory reporting purposes. In the context of this disclosure, the term "material" is distinct from, and should not be confused with, such term as defined for SEC or other mandatory reporting purposes.

## ESG REPORTING

We discuss our ESG goals and programs in detail in our annual Snacking Made Right reports available on our website. We provide an ESG data sheet and consider the Sustainability Accounting Standards Board (SASB) and Task Force on Climate-Related Financial Disclosures (TCFD) reporting frameworks as guidelines that are applied where relevant. We also provide our annual CDP disclosure.

Today, there are robust debates and varying points of view in the environment surrounding cultural, social, and political issues. It's more important than ever for us to speak clearly and plainly about our Purpose and Strategy. We remain committed to leading the future of snacking – driving innovative and more sustainable business growth while supporting the people and communities we serve. We also remain committed to fostering a safe, inclusive workplace – recognizing that our over 90,000 team members around the world bring different perspectives, insights, and life experiences to the table. As a global company, we will continue to focus on our brands, business, and people – and we will continue our balanced approach and not comment on many potentially polarizing issues that are increasingly part of news headlines and social media. We're honored that millions of people trust us to provide great-tasting snacks, and the best way we can continue to earn and maintain that trust is to focus on safely and consistently delivering the brands they love.

# GOVERNANCE

Mondelēz International prioritizes strong governance as a foundation for its sustainability efforts and commitment to Snacking Made Right. The Company has a comprehensive governance structure overseen by a Board of Directors, transparent reporting practices, and a focus on embedding ESG principles throughout its operations. This approach includes helping to address climate risk, promote human rights and supporting ethical business practices in our supply chain.

## FIND OUT MORE ABOUT OUR:

- ➡ Strategic approach
- ➡ Action plans and progress
- ➡ Metrics

## HIGHLIGHTS

Approximately

# 20%

Named Executive Officer Annual Incentive Plan compensation tied to Strategic Progress Indicators.

## STRATEGIC APPROACH

Strong governance provides an essential foundation for our sustainable business growth and underpins our approach to Snacking Made Right. Our comprehensive governance structure focuses on transparency and accountability. In 2024, we were proud to use enhanced internal procedures and controls on our ESG Reporting Standards to advance readiness assessments for implementation of processes, procedures and controls to be ready to meet evolving future reporting regulation, including future EU CSRD compliance.

## COMPREHENSIVE GOVERNANCE STRUCTURE

We have a comprehensive governance structure that provides strong oversight of our ESG efforts.

**Board Oversight:** Our Board oversees our ESG-related risks, strategy, progress, alignment with Purpose, stakeholder interests, and strategic risks and opportunities, including reviewing progress and challenges on evolving our growth culture.

**Board Committee Responsibilities:** Specific responsibilities are delegated to our Board committees, which are composed solely of independent directors.

- **Governance, Membership, and Sustainability Committee (Governance Committee):** Oversees our ESG policies and programs related to significant corporate citizenship, social responsibility, and public policy issues. These include sustainability and environmental responsibility; food labeling, marketing, and packaging; philanthropic and political activities and contributions; and the Board's ESG education and capabilities.
- **People and Compensation Committee:** Oversees our growth culture priorities; workplace safety and employee wellness; pay equity; talent sourcing strategies; talent management and development programs; and strategic performance indicators for incentive plans. We aim to ensure alignment of pay to performance and incentive plans aligned to shareholder interests. Our Strategic Key Progress Indicators for incentive plans include performance against ESG priorities.

- **Audit Committee:** Oversees our safety priorities, goals and performance, and our ESG-related disclosure and control processes in connection with filings within the SEC.

**Management Responsibilities:** Management is responsible for the day-to-day management and oversight of crucial sustainability programming strategy development, in addition to regular progress reviews.

- Senior Vice President (SVP), Chief Impact & Sustainability Officer (Chief Impact Officer): Leads our sustainability strategy development and oversees our sustainability strategy execution through implementation, as well as guides our long-term sustainability vision. Our Chief Impact Officer and our Executive Vice President, Corporate & Legal Affairs - General Counsel and Corporate Secretary regularly report on sustainability matters to the Board and the Governance Committee.
- Sustainability Steering Committee: Chaired by our Chief Impact Officer and composed of leaders from our key global functions and businesses, this Committee focuses on our environmental and social sustainability-related strategies

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

The Board also embraces and encourages the Company's growth culture.

## EMBEDDING SUSTAINABILITY INTO OUR BUSINESS OPERATIONS

Our local-first and consumer-centric business model means that while ESG goals are set in multi-year increments globally, business transformation requires a balance across global scale and local operations to deliver progress against these goals.

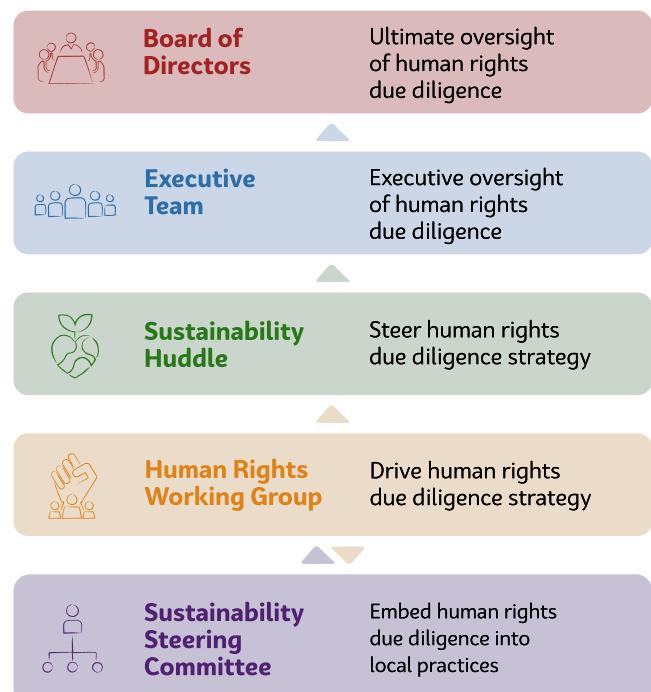
## FOCUSED ON TRANSPARENCY & ACCOUNTABILITY

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

In 2024 we continued to enhance our reporting to meet evolving requirements worldwide. Our activities included continuous enhancing of our internal procedures and controls on ESG Reporting Standards. This process provides enhanced clarity for our reporting as we continue to focus on keeping our stakeholders informed of our ongoing journey to make snacking right while planning ahead to prepare for compliance with evolving and pending regulation.

## HUMAN RIGHTS DUE DILIGENCE

In order to embed our Human Rights Due Diligence (HRDD) in the organization and relevant functions, our business units around the world have appointed a cross-functional team of leaders, including manufacturing, health & safety, procurement, people, legal, and corporate and government affairs. These Business Unit Sustainability Steering Committees embed the global approach into local practices, drive local initiatives and track progress against the company's global sustainability goals.



## ACTION PLANS AND PROGRESS

### WORKING IN PARTNERSHIP

As part of our goal of promoting accountability, many of our long-term public goals and associated action plans are developed in partnership with external advisors. We consider perspectives from our ongoing engagement with shareholders and other stakeholders, and we actively engage with multiple ESG ratings organizations and indices as we advance our disclosure and promote transparency. This two-way dialogue helps inform our ESG approach, which defines our assessment of the environmental and social issues most significant to us. Materials and processes that guide our assessment include our Enterprise Risk Management (ERM) program for identifying, assessing, prioritizing, mitigating, and monitoring enterprise risks.

### OUR WAY OF DOING BUSINESS

With a strong foundation of beloved iconic brands, stakeholder partnerships and purposeful signature programs, we're well-positioned to lead the future of snacking. We continue our efforts to drive progress against our core initiatives in sustainable and mindful snacking. Growing our business by making our snacks the right way is at the core of what we do. Authenticity, integrity, and transparency guide us in operating our business to create meaningful, lasting impact for our stakeholders around the world.

### CODE OF CONDUCT

The Mondelēz International [Code of Conduct](#) ("Code") is a key part of our Compliance & Integrity program. It includes a set of employee policies that cover ethical and legal practices for our business. It focuses on the personal responsibility each employee has to conduct business legally and ethically. The Code is available online and has been translated into approximately 20 languages and made accessible to colleagues worldwide. Mondelēz International colleagues are trained on the Code on an annual basis and are required to read, understand and comply with the Code.

### CORPORATE RESPONSIBILITY GUIDELINES

The Governance Committee annually reviews our Corporate Governance Guidelines and Code of Business Conduct and Ethics for Directors. It then presents any recommended changes to the Board for consideration.

We are committed to treating people fairly, through our Compliance & Integrity program, where we make available accessible grievance mechanisms (e.g., Integrity HelpLine and WebLine) for our own employees, contractors and subcontractors to use for raising any concerns.

We strive to undertake practical, proactive, and ongoing human rights due diligence to identify, mitigate, and reduce the likelihood of potential and actual human rights impacts within our own operations, and work with our participants in our supply chain to help them achieve the same objectives. We strive to embed these due diligence practices at a central level, as well as at a local level in collaboration with our business units.

Our [Human Rights Policy](#) follows the United Nations Guiding Principles on Business and Human Rights (UNGPs) as a guide for preventing and mitigating human rights risks. The Policy is aligned with our Code of Conduct and [Supplier Code of Conduct](#).

Our Human Rights efforts include our signature program Cocoa Life, through which we strive to make a positive impact on the farming communities and environment where our most important raw materials are grown.

Since 2012, we have leveraged Cocoa Life, our signature more sustainable cocoa sourcing program, to help address human rights risks associated with labor in the cocoa supply chain.

To read more about our commitments and actions toward identifying and mitigating potential and actual Human Rights impacts within our own operations, see:

- Find out more in [Human Rights in Our Own Workforce](#)
- Find out more in [Human Rights in the Value Chain](#)
- Our annual [Human Rights Due Diligence report](#)
- Our [Human Rights Policy](#)

### RISK MANAGEMENT & INTERNAL CONTROLS

#### IDENTIFYING & ASSESSING CLIMATE RISK

Climate risk management is covered by our ERM process for identifying, assessing, managing, and monitoring enterprise risks. We have a Risk and Compliance Committee (MRCC), co-led by our SVP & Global Chief Ethics and Compliance Officer (Chief Ethics & Compliance Officer) and SVP, Chief Audit & Controls Officer (Chief Audit & Controls Officer) and composed of leaders from the Finance, Accounting, Legal, Ethics & Compliance, Internal Audit and People functions. The MRCC provides broad oversight of our

enterprise risks and ERM process. The MRCC meets regularly and, through consultation with senior leaders and other managers with subject matter expertise, periodically assesses the key risks facing the Company, works with those risk owners responsible for managing each specific risk, and reviews mitigation actions and the status of the annual enterprise risk assessment. Our Chief Ethics & Compliance Officer and Chief Audit & Controls Officer regularly report to the Audit Committee to provide updates on the status of the ERM process, which the Audit Committee Chair reports to the full Board.

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

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

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

#### MANAGING, MITIGATING & MONITORING RISK

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

strategies using risk KPIs that are tracked by the respective risk owner and reported to the global ERM team.

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

## METRICS

Led by our Board, we are committed to living our values, doing business the right way and advancing shareholder interests.

EXECUTIVE PAY ALIGNED TO SHAREHOLDER INTERESTS			
	2024	2023	2022
<b>CEO</b>			
Base Salary (%)	8 %	9 %	10 %
Annual Incentive (%)	14 %	16 %	20 %
Equity (%)	78 %	75 %	70 %
Pay at Risk (%)	92 %	91 %	90 %
<b>OTHER NAMED EXECUTIVE OFFICERS</b>			
Base Salary (%)	18 %	17 %	17 %
Annual Incentive (%)	19 %	18 %	18 %
Equity (%)	63 %	65 %	65 %
Pay at Risk (%)	82 %	83 %	83 %
Strategic Key Progress Indicators (%)	20 %	20 %	20 %

## BOARD OF DIRECTORS<sup>(24)</sup>

2025	
<b>AGE</b>	
50s (#)	1
60s (#)	9
<b>TENURE</b>	
0-3 (#)	5
4-9 (#)	3
10+ (#)	2

# SUSTAINABILITY STRATEGY ALIGNED WITH BUSINESS PRIORITIES

We continue to focus significant efforts to drive progress against our core initiatives for more sustainable and mindful snacking.

Our strategic focus areas, goals, and ambitions map to the areas of our business where we believe we are best positioned to drive progress, and are aligned to what we believe is significant to our long-term business success.

## PLANET

We focus on more sustainable sourcing of key ingredients, reducing our end-to-end environmental impact, and innovating our processes and packaging to reduce waste and promote recycling.



### CLIMATE

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



### MORE SUSTAINABLE INGREDIENTS

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



### MORE SUSTAINABLE PACKAGING

We aim for reducing and evolving packaging and improving systems to support our vision of a more circular pack economy.

## PEOPLE

We believe the strength of our workforce is one of the significant contributors to our success as a purpose-led, global company and our focus includes promoting human rights across our value chain and championing consumer and colleague well-being and community.



### SOCIAL IMPACT

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



### CONSUMER / MINDFUL SNACKING

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



### COLLEAGUE WELL-BEING

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



### WORKPLACE CULTURE

We build a winning growth culture championing employee engagement for our colleagues and the communities our business touches.

## UNDERPINNED BY ETHICS & COMPLIANCE

Our global Ethics & Compliance program helps guide our employees to adhere to applicable laws and regulations while conducting business around the world. It also emphasizes conduct consistent with our commitment to act with integrity, as well as make ethical decisions for our business, our shareholders, our employees and our consumers, because their trust and confidence is critical to our success.

## SUSTAINABILITY STRATEGY INTRINSIC TO LONG-TERM GROWTH STRATEGY



### GROWTH

Accelerating Consumer-Centric Growth



### EXECUTION

Driving Operational Excellence



### CULTURE

Building a Winning Growth Culture



### SUSTAINABILITY

Scaling More Sustainable Snacking

## OUR STRATEGIC PRIORITIES, FOCUS & AMBITIONS

Snacking Made Right is the lens through which we determine our sustainability priorities to deliver on our Mission of leading the future of snacking.

We focus in key areas where we believe we can deliver greater long-term positive impact. Our strategy and ambitions in these key focus areas are important to supporting our growth around the world and underpinned by our focus on promoting a culture of safety, quality, and inclusivity.

# SIGNATURE PROGRAMS & PARTNERSHIPS



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

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

To help deliver on this ambition, we have signature sourcing programs across cocoa and wheat with proprietary approaches focused on addressing environmental and social challenges in these supply chains, including helping advance a more sustainable agriculture and helping promote human rights.

We understand how people and the planet are inextricably connected. That's why we've designed our signature sourcing programs to be holistic, with the intention of covering the social, economic, and environmental factors that help drive more systemic change. And it's why we follow a value stream approach. Starting with people and communities as the foundation of positive change.

These signature ingredient sourcing programs are a key component of an integrated strategy focused on helping improve the resilience of key ingredient supply chains as long-term value creators for our business and producing communities and ecosystems.

- Our approach to delivering progress is two-pronged, it starts with enhancing our business operations, including working closely upstream and downstream in our supply chain and playing a leadership role in industry and sector initiatives.
- We believe our approach is helping to deliver the type of change we aim to scale for greater impact, and we are using the learnings from our experience to expand our approaches.
- Ingredient sourcing is complex and rapidly evolving at the intersection of land rights, human rights, climate change, and evolving regulation. We also recognize that important work remains to be done. As such, we aim to develop long-term solutions that are thoughtful, flexible, and designed to address changes we're already seeing.

## COCOA LIFE

Cocoa is a key ingredient for our chocolate and key to our business. In 2012, Mondelēz International launched Cocoa Life, our signature sourcing program with a \$1 billion investment from 2012 - 2030, to help make cocoa sourcing more sustainable and increase more sustainable cocoa volume at scale. Cocoa Life focuses on helping tackle the root causes behind the complex, systemic social, economic, and environmental challenges faced across the cocoa sector. These issues include risk of poverty, farm productivity, farmer livelihoods, gender inequality, lack of basic infrastructure, child labor, deforestation and climate change.

By helping address these challenges through an integrated approach, Cocoa Life aims to help lift the people and protect the landscapes with the aim of bringing dynamic change to communities and landscapes where cocoa beans grow. Via Cocoa Life, Mondelēz International applies an integrated approach to help address systemic challenges in three key areas:

1. Helping to grow more profitable cocoa farming businesses for communities to help increase the number of farming households reaching a living income
2. Helping to support cocoa communities, enhance child protection systems and improve access to quality education
3. Helping to protect and restore forests and seek no deforestation on Cocoa Life farms



Our experience of implementing the program in diverse geographies for more than a decade has underscored the reality that changing systems takes time and requires ambitious collaboration that prioritizes the needs of cocoa farmers and their communities. These solutions remain urgent despite current market conditions driving high cocoa prices. Structural changes are expected to increase stability for farmers when the market corrects. That's why we continue to be open to engage with governments in producing countries and with the Côte d'Ivoire-Ghana-Cocoa-Initiative and similar efforts with the aim to help sustainably improve farmer incomes while introducing innovative partnerships. We encourage others in the cocoa sector and beyond to embrace ambitious public-private partnerships and other collaborations that center on the needs of farmers.

The cocoa sector at large faces great challenges, including record cocoa costs. By aligning our signature program Cocoa Life with our sourcing strategies at large, we are taking action to help improve resilience of the cocoa supply chain with the aim that the chocolate category and our business emerge stronger. Cocoa Life sits alongside a holistic business strategy to improve cocoa supply chain resiliency including:

- Risk management – improve crop forecasting and maintain hedging frameworks
- Large scale farming – foster launch of large-scale cocoa farms
- Supply sourcing – increase opportunities for direct cocoa sourcing
- Origin flexibility – increase origin flexibility without compromising quality or sustainability
- Signature programming – enhanced farm practices via Cocoa Life
- Cocoa alternatives – develop options from plant cell technologies or analogue technologies

## OUR AIMS

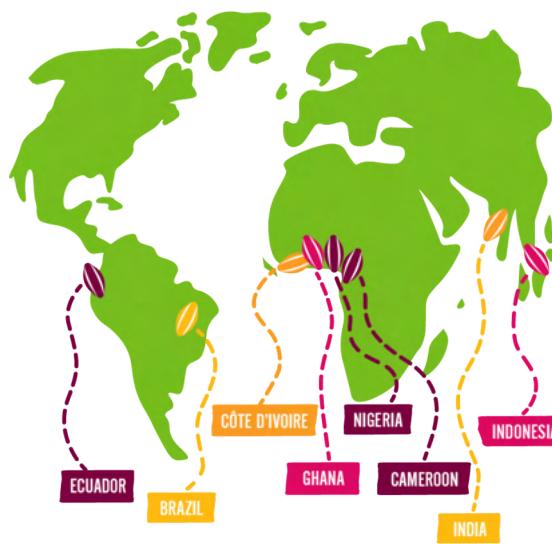
- Source 100% of cocoa volumes for Mondelēz International's chocolate brands through the Cocoa Life program by 2025
- Cover 100% of Cocoa Life communities in West Africa by a Child Labor Monitoring & Remediation System (CLMRS) by 2025

## OUR BRANDS

- In 2024, approximately 91% of cocoa volume for Mondelēz International chocolate brands was sourced through Cocoa Life.<sup>(6)</sup> This includes global brands Cadbury Dairy Milk, Milka, Côte d'Or, Toblerone, Freia, Marabou, Daim, Suchard and the local brand Lacta in Brazil.

**OUR REACH**

- The Cocoa Life program is now running in eight cocoa-producing countries: Brazil, Ecuador, Côte d'Ivoire, Ghana, Nigeria, Cameroon, India and Indonesia. By the end of 2024 our Cocoa Life program reached around 208,000 cocoa farmers.<sup>(30)</sup> Participating farmers are registered with Cocoa Life, but they are independent, are not employed by Mondelēz International or any affiliated entity, and are not limited to supplying cocoa to Mondelēz International. Additionally, Mondelēz International does not own or operate Cocoa Life farms. Cocoa Life communities are communities engaged through implementing partners where farmers registered or participating in the Cocoa Life program reside.

**OUR PARTNERS**

At Cocoa Life, we believe collaboration and partnership are key to lasting change. That's why Cocoa Life is built on collaboration with farming communities, cocoa farming organizations, supply chain partners, non-government organizations, governments and external advisors to co-create new solutions and help make transformational impact.

- We partner with NGOs that have extensive experience working with cocoa communities to develop local action plans and with cocoa suppliers that have on-the-ground expertise, as well as government authorities to promote more sustainable practices and assess where we can align with national strategies.
- Day-to-day, the program is carried out by functional experts and teams in cocoa producing countries, as well as professionals from procurement, research and development, finance and ethics & compliance.
- Independent organizations help us measure and verify the program's progress and understand our impact.
  - FLOCERT verifies the flow of cocoa from Cocoa Life communities into our supply chain. It also confirms that benefits, such as premium payments, are passed to farmer organizations. Verification helps drive learning and reporting transparency.
  - Ipsos conducts studies that evaluate Cocoa Life's progress and impact in cocoa producing countries. This helps us to understand the program's on-the-ground impact and where we can continue to improve.
  - Independent third-party limited assurance is provided on a set of Cocoa Life program metrics. View latest statement in our [ESG Reporting & Disclosure Reporting Archive](#)
- Our External Advisory Council provides strategic advice on the program direction, challenges us, functions as a sounding board on progress made and helps identify opportunities for innovative partnerships. The council is chaired by an external advisor. The chair will rotate between the external advisors.

**BUSINESS ALIGNMENT**

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

**COCOA VOLUME GOAL****100%**

cocoa volume for chocolate brands sourced through Cocoa Life by 2025.

**2024 PROGRESS**

	2024	2023	2022	2021
Cocoa volume for chocolate brands sourced through Cocoa Life (%) <sup>(31)</sup>	91 %	85 %	80 %	75 %
Farmers registered in the Cocoa Life program (#) <sup>(30)</sup>	208,000	243,000	230,000	209,954

- Find out more in [Climate Change](#)
- Find out more in [Biodiversity & Ecosystems](#)
- Find out more in [Human Rights in the Value Chain](#)

**HARMONY WHEAT EU & NORTH AMERICAN WHEAT**

As one of the world's leading biscuit manufacturers, we remain focused on sourcing wheat that is grown more sustainably with a focus on scaling up regenerative agricultural practices across our wheat sourcing.<sup>(32)</sup>



In Europe, our Harmony wheat program champions practices that aim to improve soil health, reduce carbon emissions, protect biodiversity, advance regenerative agriculture practices and preserve water. Harmony has developed a strong and unique data reporting system on farming practices allowing for more complete traceability from Harmony wheat storage to factory.

- Our approach includes calculating and monitoring a set of economic and agro-environmental performance indicators, such as nitrogen use efficiency, greenhouse gas (GHG) emissions and pesticides use.
- Key results are shared with our wheat supply chain and partners to fuel regular improvement approach and our charter is adjusted using this information to further reduce our environmental footprint.

In North America more than 100 growers shared data about their farming practices with the Mondelēz Michigan Wheat Project. The project's long-term aim is to improve measurement of certain environmental impacts arising from wheat farming, such as GHG emissions.

- Using information gathered from farms, the project provides advice to farms on regenerative agricultural practices, which, if implemented, could increase wheat yields, improve soil health, or reduce carbon emissions. The project is run in collaboration with Michigan State University and Field to Market, a group focused on sustainable agriculture production.
- The project provides each farm with individualized reports that track year-over-year performance, as well as benchmarks against peer farms helping these farmers adopt practices that could help protect soil health, increase wheat yields, and reduce carbon emissions (conservation tilling, use of cover crops, and crop rotation).

**OUR BRANDS**

Brands sharing in our Harmony story include LU, belVita, Barni, Liga, Opavia, Prince, Oro, Mikado, Belin, Fontenda, San, Granola and Milka and share with consumers through TV, digital media channels, on-pack and in-store.

Farmers of the Cooperative Elevator Co. in Michigan grow and harvest whole grain wheat for Triscuit crackers, playing a role in supporting Triscuit's efforts to research and encourage the adoption of certain regenerative agricultural practices.

- Find out more in [Climate Change](#)
- Find out more in [Biodiversity & Ecosystems](#)

## HARMONY WHEAT AMBITION 2030

We launched Harmony Ambition 2030 in 2023 to accelerate regenerative agriculture: rolling out a holistic approach to farming that aims to produce high-quality crops while also restoring the natural rhythm of our surrounding ecosystem. The initiative aims to help contribute to mitigating climate change from Harmony wheat production and reverse biodiversity loss, while supporting Harmony farmers in transitioning to regenerative practices. The ambition focuses on making a lasting impact in three key areas:

1. Environment - We are implementing a strengthened charter of farming practices that aims to help reduce GHG emissions from Harmony wheat fields.
2. Farmers - To support participating farmers in their transition to regenerative agriculture, we are working to provide them with a holistic package of digital and on-the-ground training through our Harmony Academy platform.
3. Consumers - To help consumers engage in sustainability and biodiversity protection, in 2023 we launched our first consumer initiative to help preserve the population of wild bees and drive positive business impact for our local biscuit brands.



Yellow circle: Harmony Farming Regions

Green circle: Mondelēz International Biscuit Factories in Europe

## HARMONY WHEAT AIMS

Our goal is to grow 100% of the wheat volume needed for our European business biscuits production under our strengthened Harmony Regenerative Charter by 2030.

## HARMONY WHEAT REACH

We created the Harmony program 17 years ago with just a handful of farmers and today the program includes more than 1,200 farmers in seven countries including Belgium, Czechia, France, Hungary, Italy, Poland and Spain. We aim to have Harmony wheat grown as close as possible to our biscuit factories in Europe to keep ingredient miles and transport to a minimum.

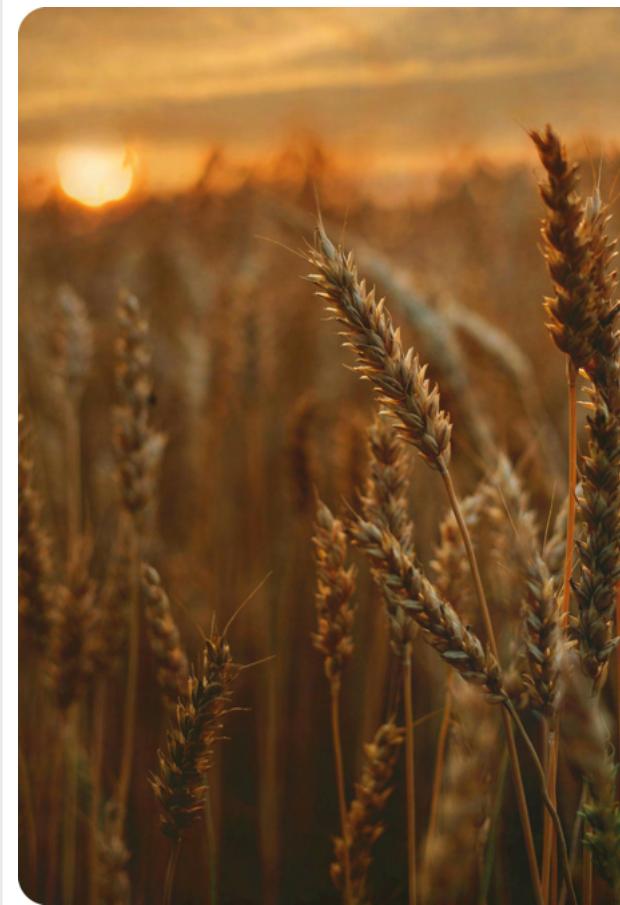
## HARMONY WHEAT PARTNERS

Harmony includes a results-based charter of 20 mandatory practices plus 17 best practices built in close collaboration with agronomic experts, NGOs and our wheat supply chain.

## HARMONY WHEAT GOAL

# 100%

100% wheat volume needed for Europe business biscuits production grown under the Harmony charter by 2022.



## 2024 PROGRESS

	2024	2023	2022	2021
Wheat volume needed for Europe business biscuits production grown under Harmony charter (%) <sup>(1)</sup>	100 %	99 %	98 %	91 %
Number of farmers, cooperatives and millers to have joined the Harmony Wheat initiative (#)	1,200	1,100	1,400	—

## PARTNERSHIPS

Collaboration is essential to transforming our business and delivering progress against our long-term goals. We work in partnership with suppliers and across our value chain. It's also why we participate in and lead many industry coalitions, including the Consumer Goods Forum and the World Cocoa Foundation.

- **CGF:** Our Chairman and CEO, Dirk van de Put, has co-chaired The Consumer Goods Forum since 2023, alongside Frans Muller, President and CEO of Ahold Delhaize. We are committed to this CEO-led organization's vision of creating better lives through better business. We believe that by collaborating with other industry leaders, we can drive positive change at scale. That is why Dirk also serves as a CEO co-sponsor of The Global Food Safety Initiative (GFSI), co-chairs the Human Rights Coalition, participates actively in the Towards Net Zero, Forest Positive and Plastic Waste Coalitions of Action, and serves on the Latam and China regional boards.



- **WCF:** In 2023 our Chief Impact & Sustainability Officer, Christine Montenegro McGrath, was appointed as WCF's Chairperson. Since then, we have further supported the Foundation's vision to catalyze a thriving and equitable cocoa sector that works to help improve farmer income, reverse deforestation and combat child labor.



This important work and the progress detailed in this report would not have been possible without our committed people, our partnerships with suppliers and NGOs and industry coalitions. We remain committed to work to deliver impact.

→ Find out more in [Climate Change](#)

→ Find out more in [Biodiversity & Ecosystems](#)

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



## SNACKING MINDFULLY

We believe every snack can be enjoyed in a mindful way. As a company dedicated to empowering people to snack right, the integration of mindfulness into our brand experiences can accentuate the pleasure and satisfaction our consumers feel when they enjoy our snacks and can help our consumers develop a more balanced approach to snacking. Through our Mindful Snacking Strategy, we aim to support consumer well-being on four fronts:

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

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

- Relevant – More and more people practice mindfulness across multiple facets of their lives to help achieve wellness and balance.
- Accessible – Mindful eating can be practiced by anyone, anywhere and with any snack.
- Effective – There are multiple benefits of mindful eating, including increased satisfaction.

### OUR AIMS

By 2025, we aim to deliver up to 100% of our net revenue through Mindful Portion snacks, those in either individually wrapped Mindful Portion serving sizes of 200 calories or less, or with Mindful Portion labeling.

### OUR BRANDS

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

### OUR REACH

In 2024, 84% of net revenue delivered through mindful portion snacks, those in either individually wrapped mindful portion serving sizes or with mindful portion labeling.<sup>(17)</sup>

### MINDFUL PORTIONS GOAL

# 100%

Up to 100% of our net revenue through Mindful Portion snacks, those in either individually wrapped mindful portion serving sizes or with mindful portion labeling, by the end of 2025.

### 2024 PROGRESS

Approximately

# 84%

of our net revenue came from Mindful Portion snacks, and we continue to progress towards achieving our 2025 goal.<sup>(17)</sup>

# +22

percentage points to prior year.



# BUSINESS MODEL & VALUE CHAIN

At Mondelēz International, our approach towards responsible sourcing underpins our business model. We collaborate with trusted suppliers worldwide to procure high-quality agriculture commodities such as cocoa, wheat, sugar, oils, and nuts. These ingredients are then baked into delicious snacks at our facilities, prioritizing quality, innovation, and operational efficiency. Through a robust distribution network, including retailers and warehouses, we make our beloved brands like Oreo, Cadbury, and LU accessible to consumers worldwide.

## HIGHLIGHTS

**150+**

**~90,000**

We operate in approximately 80 countries. Our products are enjoyed in over 150 countries around the world.

Our approximately 90,000 employees bring our brands to life every day by making and baking our delicious products.<sup>(25)</sup>



- 1** Agriculture Commodities (e.g., cocoa, wheat, dairy)
- 2** Packaging Materials (e.g., plastic, cardboard & paper)
- 3** Services (e.g., utilities)

- 4** Research & Development Centers
- 5** Manufacturing Facilities

- 6** Distribution (e.g., warehouses)
- 7** Customers (e.g., retailers, wholesalers)
- 8** Consumers

# STAKEHOLDER ENGAGEMENT

Stakeholder engagement is a key part of Mondelēz International's approach to sustainability. It is important that we engage directly with our key internal and external stakeholders to understand potential sustainability and human rights impacts but also to inform how we develop our strategy and approach. Hearing our stakeholders' voices helps us drive meaningful positive impact for people who make up our value chain.

## FIND OUT MORE ABOUT OUR:

- ➡ [Strategic approach](#)
- ➡ [Action plans and progress](#)

### STRATEGIC APPROACH

We believe it is important to engage with stakeholders and that there is significant value in connecting directly with potentially affected rights-holders when possible.

### IDENTIFYING OUR STAKEHOLDERS

In 2024, we conducted a detailed mapping exercise to formalize our approach to stakeholder engagement in order to support the preparation for our double materiality assessment. Our stakeholders belong to different groups:

1. Our own workforce
2. Workers and farmers in our value chain, and their communities
3. Consumers
4. Our customers (retailers)
5. Our suppliers and business partners
6. Our investors and shareholders
7. Government in the countries we operate in and source from

Due to the diverse nature of these groups, we engage with these stakeholders in different ways regarding a range of topics, including sustainability.

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

As well as proactive engagement, we also want to make sure it is possible for potentially affected stakeholders, whether internal or external, to raise issues in a confidential and anonymous way. Our [Integrity Webline and Helpline](#) are available to all stakeholders, including workers in our value chain, communities and any third parties. WebLine is available in 35 languages, while HelpLine is offered in more than 150 languages.

### INVOLVING OUR PEOPLE

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

### INFORM

In 2024, we invested in an education program to upskill employees more deeply about issues facing people and the planet, like climate change, and the changes that we aim to achieve across our business to address them. It focused on three key areas: fundamental issues, strategy, and execution, alongside education on evolving regulatory requirements around sustainability. To deliver the program, we used a variety of tools, including informational videos, academy training workshops and a dedicated information hub to share a variety of ESG-related materials with our customers and suppliers.

### ENGAGE

Employee feedback is the foundation of our culture, sparking meaningful conversations, enabling growth opportunities and driving better business outcomes. We seek out our employees' opinions via an annually-issued Engagement Survey to better understand our employees' engagement across six drivers: purpose, growth, connection, clarity, well-being and empowerment. Employees also receive an annual Health, Safety and Environmental (HSE) training manual which covers topics such as human rights, food safety, security and environmental topics.

### EQUIPPING OUR BUYERS AND SUPPLIERS

We focus on building strong and mutually beneficial partnerships including with our suppliers. As a dynamic and innovative Global Procurement organization, our sourcing strategy is built on responsible sourcing aiming for high standards of ethics, safety, quality and collaboration within our supply chain, which includes our sustainability agenda and directly informs our sustainability reporting. We, therefore, equip our buyers with tools and training to help them both understand and prioritize key sustainability topics with their suppliers.

Our Procurement Policy and our expenditure approval process are among the internal controls set in place to motivate our buyers to act to deliver value for money, security of supply and compliance with good practice. In return, we expect and encourage our suppliers to follow our public policies and guidelines, including our Supplier Code of Conduct and our Corporate Social Responsibility Requirements. Our supplier information center provides existing and prospective suppliers with clear expectations about performance and conduct, as well as environmental and social responsibilities. These expectations are then formalized through our contracting process. From the earliest stages of sourcing and supplier selection through the review and approval process, our teams focus on business priorities including diversification, sustainability, and supplier performance, alongside cost of goods, quality and service.

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

## ENGAGING WITH EXTERNAL STAKEHOLDERS

At Mondelēz International, we communicate to internal and external stakeholders on our environmental, social and governance programs through a variety of ESG-related materials including this report, our corporate website, and a variety of ESG reporting frameworks. Annually we publish our Human Rights Due Diligence Report on our website. Additionally, environmental management issues are shared, escalated and solved with internal stakeholders through a variety of channels including monthly regional meetings, global forums and through our sustainability hub team. We continue to seek a two-way dialogue with our stakeholders and are preparing for our Double Materiality Assessment in accordance with the EU CSRD. We plan to share our results in accordance with EU regulations.

## WORKING IN COLLABORATION

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

→ Find out more in [Signature Programs & Partnerships](#)

## ENGAGING WITH POTENTIALLY AFFECTED RIGHTS-HOLDERS

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

## ACTION PLANS AND PROGRESS

### OUR OWN WORKFORCE

We engage workers in our own operations using a number of different methods including our European Works council who represent workers at sites in our EU operations and engaging with worker representatives in locations with unions.

We are proud of our annual employee engagement survey. In 2024 more than 90% of employees participated in our annual survey.

Our social audit programs are based on the Sedex Members Ethical Trade Audit (SMETA) which is a common industry standard for the consumer goods industry. We value the Sedex worker voice component, and include interviews with workers in our programs, including contractors, both for our own operations and supply chain.

→ Find out more in [Human Rights in Our Own Workforce](#)

### WORKERS AND FARMERS IN OUR VALUE CHAIN, AND THEIR COMMUNITIES

It is important we hear from workers and farmers in our supply chains about any relevant issues that affect them.

Smallholder farmers and their communities are at the heart of our Cocoa Life program. We aim to involve farmers and their communities in the design of the program's interventions, and seek their input and feedback as we continue to enhance our approach. When a new community joins our Cocoa Life program, our NGO partners are expected to conduct thorough participatory needs assessments on focus areas including labor risks such as child labor. Based on this assessment and with support from our partners, community members develop a Community Action Plan, which provides a detailed roadmap for community activation.

In other key ingredients supply chains, such as palm oil, hazelnuts, and sugarcane, we actively engage with workers and local communities through collaborative projects that bring together businesses and civil society partners, including rights-holders representatives, to promote and improve more sustainable practices. In some of our other supply chains, such as road freight, we have used experts to conduct direct worker engagement surveys.

In addition, we are actively engaged in several multi-stakeholder initiatives in cocoa and other key ingredient sectors. For instance, we serve on the board of directors of the International Cocoa Initiative (ICI), alongside development NGOs, civil society experts and representatives of smallholder farmers. Since 2013, we have been engaged in a multi-stakeholder project under the umbrella of Germany's Due Diligence Fund (DDF) to research the feasibility of a sector-wide grievance mechanism in the Ivorian cocoa supply chain. This research has been based on a participatory approach and involved several direct engagements by the project implementer with potentially affected rights-holders.

→ Find out more in [Human Rights in the Value Chain](#)

### CONSUMERS

We welcome inquiries and feedback and offer consumer support contacts by country on our global website in addition to phone and email contact information specifically for journalists and news media.

### OUR SUPPLIERS AND BUSINESS PARTNERS

#### SUPPLIER COLLABORATION

To track supplier performance and support supplier capability building, in 2022 we partnered with EcoVadis and Guidehouse's Supplier Leadership on Climate Transition (Supplier LOCT) program, a collaboration of global companies committed to helping reduce supply chain emissions. Since then, our Procurement Sustainability Team has leveraged these partnerships to create the Partnering for People and Planet supplier sustainability program that aims to inform our buyers' strategic engagement with suppliers on climate. Following a successful program pilot with our global logistics procurement buyers and selected suppliers, the program began a phased roll out to all areas of spend beginning with our top 250 suppliers which are not currently addressed by one of our targeted sustainability strategies (e.g., excludes cocoa, dairy, wheat palm and soy).

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

In 2024, Mondelēz International sponsored 52 suppliers to participate in at least one course in Supplier LOCT to build their climate knowledge and expedite their progress to emissions reporting. We also recognize and applaud the participation of the 39 suppliers in our network that were sponsored by our peer companies in the same year.

We attained our aspirational enterprise wide Economic Inclusion and Supplier Diversity (EISD) spending goal by the end of 2024.

### BUILDING MORE SUSTAINABLE SUPPLY CHAINS

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

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

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

### FUTURE PROOFING THE DAIRY SUPPLY CHAIN

Annual meetings with representatives from both our company and our suppliers have enabled our suppliers to learn more about the ever-evolving topic of sustainability and collaborate on projects like tree and hedge row planting. Building our sustainability goals into future contracts aids our long-term strategy.

### COLLABORATING WITH SECTOR STAKEHOLDERS

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

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

We also actively contribute to several initiatives specific to cocoa and other key ingredient sectors. For instance, we partner with a variety of stakeholders as part of the WCF, which we currently chair. We also serve on the board of directors of multi-stakeholder platform ICI, alongside development NGOs, civil society experts and representatives of smallholder farmers. Through these platforms, we also call for industry and governments to collaborate and create comprehensive, systemic solutions that help address the root causes of child and forced labor.

## OUR INVESTORS AND SHAREHOLDERS

We regularly engage in one-to-one dialogue with our key investors. We have worked hard to make our annual shareholder meeting easily accessible for all shareholders with access to the internet. This is a unique opportunity for our Board of Directors to hear from shareholders both small and large, and we answer a number of questions from cocoa sustainability through to product nutrition. The Annual Shareholder Meeting gives us a barometer of what is important to our shareholders and helps shape our strategy.

As part of the Cocoa Life program, we believe collaboration and partnership are key to lasting change. That's why we engage in collaboration with sector stakeholders to co-create new solutions and help make transformational impact. We collaborate with cocoa suppliers, NGO partners, external advisors, and local governments to implement the Cocoa Life program and help create the right environment for dynamic change. We are also catalyzing landscape-wide approaches aligning with our recognition that collective efforts are needed to help address the systemic root causes of cocoa sector challenges.

→ Find out more in [Climate Change](#)

→ Find out more in [Human Rights in the Value Chain](#)

## GOVERNMENT IN THE COUNTRIES WE OPERATE IN AND SOURCE FROM

Mondelēz International has a proud history of involvement in the communities where our employees live and work, and where we do business. This includes educating policy-makers and participating in the public discussion of policy issues that affect our business, including our ability to attract and retain a talented workforce.

Like many companies, Mondelēz International regularly works with government officials on matters of concern to our business. We strive to do so in a responsible manner with a priority on compliance with local, applicable law and consistency with cultural norms. In accordance with applicable laws and regulations, our political contributions and expenditures may be made to political candidates and organizations who support policies that are conducive to our business.

Our Code of Conduct requires our employees to deal honestly with governments. We believe we have effective compliance procedures for, and oversight of, our advocacy and lobbying activities, including political contributions.

Where and when required by law, we report our political activities and disclose related expenditures.



# DOUBLE MATERIALITY ASSESSMENT PREPARATION

We're preparing for our double materiality assessment in line with upcoming regulatory requirements and other standards. We plan to share our results once this assessment is complete.

## DOUBLE MATERIALITY ASSESSMENT PROCESS

In 2024, we began preparations for a double materiality assessment to identify and rank the ESG topics that are most important to us financially, as well as to understand those areas and ways in which building a successful and more sustainable snacking company may affect people and the planet.

Our initial process began by working with an independent third-party to identify a comprehensive list of ESG topics looking at the potential financial impact of an issue, as well as any potential negative or positive impacts the Company's operations may have on society or the environment in relation to that issue.

Some of the processes and materials that currently guide our ESG strategic planning and the preparation for our double materiality assessment include, but are not limited to: our ERM process used for identifying, assessing, prioritizing, mitigating, and monitoring risks; external analysis of stakeholder and regulatory issues; our Company's total GHG, land, and water footprint; consumer insights data; and publicly available data on societal issues, including statistics and reports from government authorities, NGOs, and peer companies.

## FOCUSING ON PRIORITY TOPICS

The social and environmental issues that we believe are among those that are critical to building a successful and more sustainable snacking company as identified via existing processes include:

### SAFETY

Promote the safety of our people and products.

### ENVIRONMENTAL & SOCIAL SUSTAINABILITY

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

### SUPPLY SECURITY

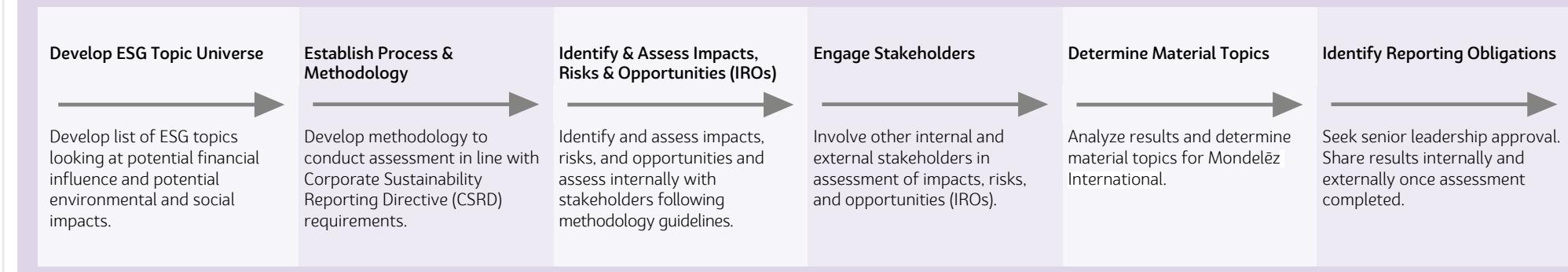
Focus on key agricultural commodities and social challenges in the supply chain, including more sustainable agriculture and promoting human rights within our signature programs, and approaches for cocoa, wheat, and palm oil.

### CONSUMER & COLLEAGUE WELL-BEING

Support well-being through portfolio enhancements, Mindful Snacking messaging, and community partnerships. Advance a growth-oriented workforce and create a winning culture for employees.

The following graphic outlines the conceptual steps we anticipate may be part of our double materiality process:

## OUR DOUBLE MATERIALITY PROCESS



# PLANET



# CLIMATE CHANGE

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

## FIND OUT MORE ABOUT OUR:

- ⌚ [Strategic approach](#)
- ⌚ [Action plans and progress](#)
- ⌚ [Goals and metrics](#)

## HIGHLIGHTS

Approximately  
**(37)%**

CO<sub>2</sub>e emissions reductions  
across our manufacturing  
operations in 2024  
(vs. 2018)<sup>(2)</sup>

Approximately  
**(12)%**

GHG emissions reduction  
across our value chain  
(vs. 2018)<sup>(1)</sup>

## STRATEGIC APPROACH

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

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

We focus on areas where we believe we can make the greatest positive difference for the long term. This is why we focus on limiting our environmental impact by contributing to climate change mitigation, across key focus areas within our operations and supply chain. Similarly, we work to identify and manage climate change-related risks which helps us to shape our adaptation strategies as we seek to reduce the impact of climate change both on our organization and on the communities we touch.

## CLIMATE RISK MITIGATION -OUR NET ZERO PATHWAY

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

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

In April 2024, the SBTi successfully validated our full value chain goal to reduce absolute end-to-end CO<sub>2</sub>e emissions by about 35% by 2030 and to reach net-zero by 2050 from a 2018 base year, including the reduction of absolute gross scope 1 and 2 GHG emissions by 50.4% within the same timeframe, in line with the 1.5°C reduction pathway.<sup>(1)(26)</sup> This followed a thorough review of our carbon accounting documentation, in line with both the GHG Protocol and SBTi standards and guidelines, as well as our commitment to continue transforming our operations and supply chains while transparently reporting progress. This exercise was developed with the input of multiple functions throughout the business – including Manufacturing, Logistics, Finance and Procurement – as well as collaboration with our external partners and suppliers in building a framework for more consistent carbon reporting across our Scope 1, 2 and 3 emissions.

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

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

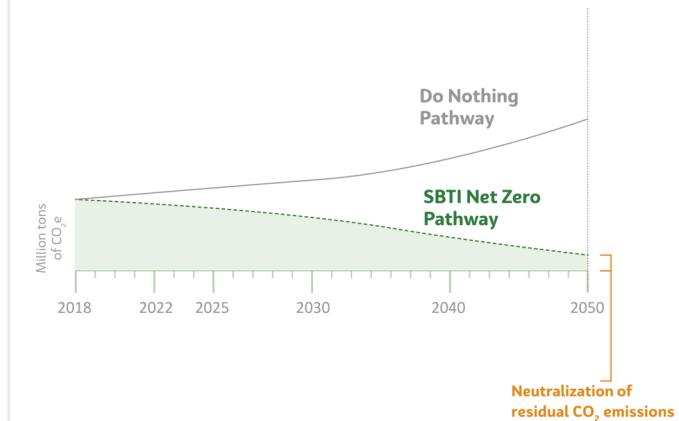
**For Scope 3,** we measure the indirect emissions generated within our value chain, such as the emissions generated from materials and services we buy, emissions generated from activities associated with fuel and energy, and emissions generated from finished goods storage and transportation, as well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

We also strive to support cross sector sharing and collaboration when it comes to common challenges in decarbonizing supply chains. We actively participate in a number of global organizations focused on supply chain improvements, including the Toward Net Zero Coalition of Action (TNZ) and the Forest Positive Coalition of Action (FPC) as part of our membership with the CGF.

We are implementing the SBTi reduction pathway following distinct phases as shown below.

- ⌚ Find out more on [SBTi's website](#)

Confirm & execute focus areas, run pilots	Scale up & expand geographically, next generation pilots	Drive & adopt system change	Achieve net-zero
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Biodiversity &amp; Ecosystems

Animal Welfare

Sustainable Packaging

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**STRATEGIES FOR REDUCING CARBON**

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

To effectively bring these three strategies to life, we have identified our main focus areas and created reduction roadmaps for each which includes, shifting our ingredient supply chains away from sources where deforestation occurs; focusing on regenerative agriculture that uses ecological principles to sustain and restore degraded soils; and embracing renewable energy sources and low-impact, more sustainable packaging.

**Completeness & Consistency in Determining Carbon Footprint Reporting<sup>(1)</sup>**

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

We continue to keep our carbon inventory up to date, now including the recently acquired Chipita Global S.A. and Ricolino. Starting in 2024, Mondelēz International partnered with Watershed to improve the GHG accounting process allowing for greater data granularity and streamlined calculation.

Overall, our emissions continue to reduce over the years as we continue transitioning our materials to a number of new customized emissions factors, allowing us to reflect the strategic efforts following our three focus areas to reduce our emissions.

Our end-to-end emissions are aligned with SBTi guidelines where we focus our initiatives on our most impactful and actionable GHG emissions across the value chain (approximately 90% of our end-to-end CO<sub>2</sub>e emissions in base year 2018).<sup>(1)</sup>

**CLIMATE RISKS & RESILIENT COMMUNITIES**

Operating at a global scale means we can have a meaningful positive impact by encouraging practices that respect land rights, and by investing in innovation and technology to increase transparency and measure impact at scale across our supply chain.

Identifying and managing climate change-related risks is part of our ERM process, enabling us to expand and deepen our understanding of our impact on the planet, informing our strategies and ultimately sharpening and enhancing our approaches.

We are in the process of reviewing our approach to assessing environmental dependencies, impacts, risks, and opportunities in alignment with evolving standards and regulations. For this, we collaborate with third-party expert Risilience and their partner, the Centre for Risk Studies at the University of Cambridge. Risilience specializes in providing the methodology and climate modelling platform that, in combination with their own data and assumptions, drives informed decision-making and impact analysis through climate-related risk assessment and scenario analysis.

The platform offered by Risilience provides several configurable models that quantify the impact of various physical and transition risks under different emission pathways. These emission pathways range from a 1.5°C of warming to >4°C of warming as compared with pre-industrial levels. Physical risks include the increasing frequency of extreme weather events and natural disasters, effects on water availability and quality, and biodiversity loss. These can increase risks to the global food production and distribution system, and to the safety and resilience of the communities where we live, work, and source our ingredients. They could also further decrease food security for communities around the world. Transition risks include increased focus by federal, state, and local regulatory and legislative bodies around the world regarding environmental policies relating to climate change, regulating GHG emissions (including carbon pricing or a carbon tax), energy policies, disclosure obligations and sustainability, including single use plastics.

The analytical output results of this tool are aligned with TCFD's (and similar) reporting requirements, which may be used as a foundation for future climate-related regulatory disclosure requirements.

We continue to monitor this space so that our approach remains relevant and transparent, and we continue to strive to provide our stakeholders with relevant information on climate-related issues. We report on our metrics and goals annually in our Snacking Made Right reports and CDP questionnaire disclosures.

- ① For more details please read our [Annual Report](#)

**STRATEGIES FOR CLIMATE RISK ADAPTATION**

Looking at climate physical and transition risks, we strive to help support communities and landscapes to adapt and become more resilient. We do this through three key strategies :

**1. Enhancing social sustainability and respecting Human Rights**

Resilient communities are better positioned to drive their own development. We strive to make sure that the rights of people in our value chain are respected and promoted, and that the communities where we operate are more resilient. To this end, we focus on key areas for greater impact, including addressing Human Rights risks in sourcing key commodities, and working to improve living wages and due diligence in our own operations.

- ② Find out more in [Human Rights in Our Own Workforce](#)

- ③ Find out more in [Human Rights in the Value Chain](#)

**2. Aiming to seek no deforestation across primary commodities by 2025**

Deforestation is a risk because of its contribution to global climate change as well as its impact on indigenous peoples and local communities, and ecosystem services in affected areas. Therefore, we believe it is important to take action to help reduce deforestation and promote more sustainable land use practices which respect human rights, including land rights, in line with our [Human Rights Policy](#)

Our goal is to seek no deforestation across our primary commodities following an approach starting with our European business in accordance with EU regulations and rolling out to our other regions by December 31, 2025, in accordance with SBTi guidance. The cutoff date was December 31, 2020, in accordance with EU regulations and SBTi guidance. This is the date after which deforestation is counted against a company's supply chain, meaning that products have to be produced on land that has not been subject to deforestation or forest degradation

	LAND CONVERSION	EMISSIONS RELATED TO FARMING PRACTICES	FOSSIL FUEL USE					
Carbon Sources	Land conversion driven by agricultural production	Cattle digestive emissions, cattle feed, farming inputs, soil depletion	Fuels used for combustion (energy) and materials (packaging)					
Aim	Deforestation Free	Regenerative Agriculture	Reduce/Replace Fossil Fuels					
Focus Areas	 <b>COCOA</b>	 <b>DAIRY</b>	 <b>PALM OIL</b>	 <b>WHEAT</b>	 <b>OTHERS</b>	 <b>LOGISTICS</b>	 <b>MANUFACTURING</b>	 <b>PACKAGING</b>
Scope	3	3	3	3	3	1,2,3	2	3

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after December 31, 2020. In specific cases, e.g., where specific certification standards exist, we may apply cut-off dates set by those respective standards if they are the same or earlier in time. For cocoa and palm oil, two commodities we source that are considered at-risk when it comes to deforestation, we engage with our key suppliers to supply only deforestation-free cocoa and palm oil to Mondelēz International. We also call on our suppliers to take efforts to end deforestation in their supply chains. While focus lies on cocoa and palm oil, we also consider soy<sup>1</sup>, pulp, and paper in our deforestation-free approach.

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

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

**3. Increasing regenerative agricultural practices**

To help improve agricultural resilience, we're working to transform agricultural production into regenerative systems while reducing carbon. We focus on agroforestry landscapes, biodiversity, and regenerative farming practices across our key ingredients, including cocoa and wheat. This involves participation in sector-wide initiatives and coalitions with multiple stakeholders.

→ Find out more in [Biodiversity & Ecosystems](#)

**CLIMATE CHANGE & COCOA**

The cocoa sector's key environmental challenges are both the impact of climate change and deforestation on and in cocoa farming. Climate change causes more erratic rainfall, higher temperatures and drought, impacting farm productivity and farm health. Deforestation is driven by agriculture when farmers seek new land to farm cocoa and other crops. Land use change and deforestation are prominent drivers of carbon emissions due to cocoa farming.

Therefore, promoting forest protection and restoration is important because forests help stabilize the climate: they regulate ecosystems, protect biodiversity, drive more sustainable growth, and play an integral part in the carbon cycle. We believe that developing a more sustainable, scaled and thriving cocoa supply chain will help us to reduce our total GHG footprint and in turn,

work toward Mondelēz International's long-term goal to realize net zero CO<sub>2e</sub> emissions by 2050.

Our signature sustainability program, Cocoa Life, takes an integrated approach to help tackle the root causes behind the social, economic and environmental challenges faced by cocoa farming. Cocoa Life's work to help protect and restore forests in cocoa regions is critical to help reduce our overall carbon footprint. Two program activities drive our cocoa emissions reduction: agroforestry and farming practices.

It was in 2015 that Mondelēz International first raised the issue of cocoa-driven deforestation at COP21 in Paris. Two years later, we became a founding member – alongside the Governments of Côte d'Ivoire and Ghana, as well as other chocolate and cocoa companies – of the Cocoa and Forests Initiative (CFI). Today, CFI is a leading public-private partnership to help address deforestation and restore forests in cocoa growing areas in line with our Deforestation Position.

**CLIMATE CHANGE & DAIRY**

Dairy is an area in which we have limited scale within the industry, but an important focus area in our carbon footprint. Currently, dairy accounts for approximately 16% of our overall carbon footprint, and we are focused on driving this down.<sup>(1)</sup>

We are working with our suppliers to reduce CO<sub>2e</sub> emissions at the farm level focusing on a variety of practices including feed sources, fertilizers, slurry usage, herd health, and yield from forage. Animal welfare is linked to the climate impact of dairy farming: healthy productive animals can produce lower emissions. We are therefore working with farmers to help decrease emissions and improve animal welfare.

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

→ Find out more in [Animal Welfare](#)

**CLIMATE CHANGE & PALM OIL**

~100% of Palm Oil volumes sourced by Mondelēz International have been Roundtable on Sustainable Palm Oil (RSPO) certified since 2013. In line with our Deforestation Position we are in the stage of transitioning from largely RSPO credits to RSPO physical certifications. Starting in 2025, we are adopting the No Deforestation, No Peat, No Exploitation (NDPE) Implementation Reporting Framework (IRF) and requiring our suppliers to submit verified NDPE IRF profiles annually. The NDPE IRF is a reporting tool that provides a shared and consistent view of progress towards NDPE commitments across the supply base of companies throughout the supply chain.

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

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

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

**CLIMATE CHANGE & WHEAT – HARMONY WHEAT**

Through our signature program Harmony wheat, we are helping to change the way that wheat is grown and harvested across Europe by putting in place more sustainable practices, which aim to contribute to the reduction of carbon emissions, the protection of biodiversity, the improvement of soil health, and the preservation of water.

Our goal is to grow 100% of the wheat needed for our European business biscuits production under our strengthened Harmony Regenerative charter.

Our Harmony Ambition 2030 aims to accelerate the Harmony program's progress since 2008 with an across-the-board embrace of regenerative agriculture that focuses on making a lasting impact in three key areas: Environment, Farmers and consumers.

→ Find out more in [Biodiversity & Ecosystems](#)

**CLIMATE CHANGE & SOY**

The comparatively low levels of soy that we buy means we have little direct influence over the sector. That said, we generally apply CGF sourcing guidelines to purchasing of this ingredient, which includes switching to physical certification in line with our Deforestation Position.

**CLIMATE CHANGE & PULP AND PAPER**

As part of our strategy implementation by end of 2025, we aim to leverage chain of custody certification programs to confirm that the paper-based packaging we use is sustainably sourced in line with our Deforestation Position.

## ACTION PLANS AND PROGRESS

### ENVIRONMENTAL IMPACT THROUGH OUR OPERATIONS & INGREDIENT SOURCING

#### RAW MATERIALS - COCOA

We engage with key suppliers to promote sourcing of deforestation-free cocoa.

 Read more about our deforestation position on our [website](#)

We also address challenges of climate change and deforestation in the cocoa supply chain through Cocoa Life by working with partners to advance the ambitions of the Cocoa and Forests Initiative.

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

#### Cocoa Life Actions to Protect and Restore Forests

As part of Cocoa Life, we believe in conserving the land and forests for today and for tomorrow. As part of our integrated approach, we focus on helping to protect and restore forests and seek no deforestation on Cocoa Life farms.

Two key elements drive our cocoa emissions reduction: agroforestry and farming practices. Therefore, through Cocoa Life, we are working with partners and governments to help farmers grow more resilient farms through trainings on agricultural and environmental practices. These trainings are delivered to raise awareness, to build farming skills and to encourage activities that help increase cocoa yields while avoiding farm expansion into protected areas. We also help promote agroforestry techniques through planting non-cocoa trees to protect crops from excessive sun and heat. These trees also promote biodiversity and can provide farmers with additional income. By the end of 2024, we distributed ~10,665,000 economic shade trees, trained ~178,000 farmers in Good Agricultural Practices and trained ~571,000 community members in Good Environmental practices.<sup>(28)</sup>

We are also applying farm mapping to monitor deforestation for communities. Farm mapping enables us to assess deforestation risks in our supply chain and gain a deeper understanding of farming community needs and farm boundaries. By the end of 2024, we have mapped more than 237,000 Cocoa Life farms.<sup>(29)</sup>

#### Promoting Cocoa Agroforestry

Carbon removals are key to meeting our carbon objectives as we cannot rely only on carbon reduction. We continue to remain in line with the GHG protocol and continue our efforts while we wait for the GHG Protocol's Land Sector and Removals (LSR) guidance. We have started a carbon booster project focusing on carbon removals to help sequester carbon from the atmosphere and have a bigger positive climate impact. This project focuses on agroforestry and in particular tree planting to sequester carbon. In some countries, this project also includes financial incentives (Payments for Environmental Services - PES) paid to farmers for the number of trees planted (Cameroon) or the survival rate of trees (Indonesia).

Generally, research and practitioners expect agroforestry to provide a wide range of environmental, social and economic ecosystem services:

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

We launched the carbon booster project in Côte d'Ivoire, Ghana, India, Indonesia and Brazil in 2023 and in Nigeria and Cameroon in 2024. While we continue to plant trees, we also see climate challenges – low rainfalls in India or El Niño in Brazil pose a higher risk of tree mortality.

We currently use field monitoring for tree survival rates to confirm they are still sequestering carbon. As we scale tree planting in the coming years, we intend to assess how to monitor tree survival leveraging remote sensing data to support the field monitoring.

#### Understanding Our Impact on Forests

We work with Satelligence, a remote sensing company, to help us understand the impact on natural forests of Cocoa Life farmers and communities. Satelligence applies satellite imagery to detect forest cover changes that can indicate likely deforestation events, and machine-learning to measure deforestation rates. Following sector practices in 2024, the methodology was adjusted to expand the scope to secondary forests in addition to primary forests. The new definition improves forest detection and helps us better protect already degraded area where forests have newly regrown in addition to primary forests.

In alignment with our Cocoa and Forests Initiative ambitions, we look at deforestation signals from 2018 until the latest available data (2024). In 2024, the analysis focused on our impact on forests in Ghana, Côte d'Ivoire and Nigeria.

Overall results in West Africa (Côte d'Ivoire, Ghana, Nigeria) show approximately 2.5% deforestation on or closely around Cocoa Life registered farms.<sup>(27)</sup> The satellite monitoring results show near no deforestation on or closely around Cocoa Life registered farms in Côte d'Ivoire (~0.6%) and Ghana (~2.2%) since 2018. In Nigeria, the new detection approach indicates a level of approximately 19% with most detected occurrences located on potential secondary forest or agroforestry areas versus primary forest which was the focus of our 2023 analysis. We are in the process of engaging with supply chain partners to better understand what triggers the occurrences and, if required, follow up to do checks on the ground and assess the opportunity to rehabilitate impacted areas as appropriate.

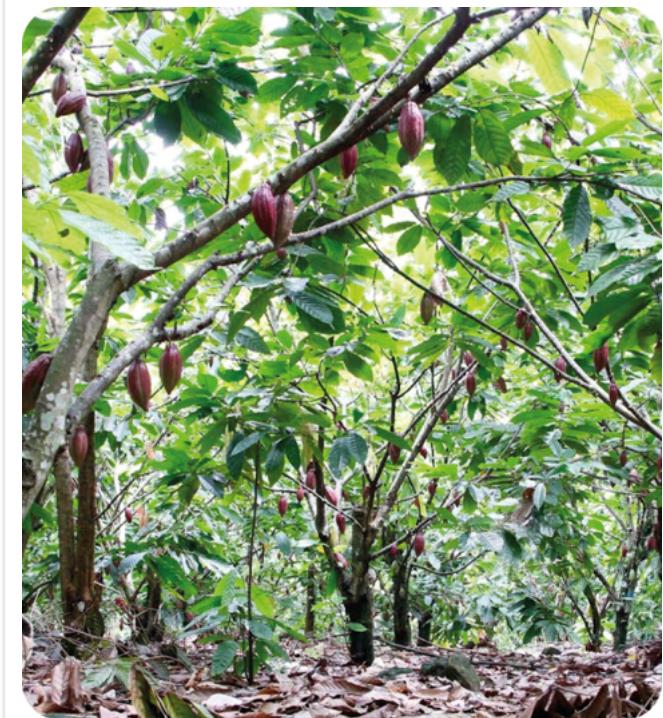
#### Understanding the Carbon Emissions Impact

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

#### Working in Collaboration Across Landscapes

As we seek forest protection and restoration, we work with farming communities, peers, sector partners and governments to drive solutions on a landscape level. This includes the CFI and multistakeholder landscape initiatives, such as the Asunafo-Asutifi landscape partnership in Ghana.

As part of Cocoa Life Indonesia's activities in Aceh and North Sumatra, we help protect and restore forests in the Leuser Ecosystem landscapes.



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**RAW MATERIALS – DAIRY**

To better maximize our efforts, we have taken a two-pronged approach to help reduce carbon intensity in dairy: We work directly with farmers supplying our core brands *Cadbury Dairy Milk*, *Milka* and *Philadelphia*, and we closely collaborate with strategic processors. Thanks to first tracking their CO<sub>2</sub>e emissions and then developing action plans to reduce them, some strategic suppliers have successfully completed their baselines and are delivering lower carbon intensity compared to their base year.

**Europe at the Helm of Dairy GHG Reduction Programs**

We are working with several of our dairy suppliers in Europe on ambitious farm-level GHG reduction programs with the goal of reducing CO<sub>2</sub>e emissions from baselines that Mondelēz International began establishing in 2018.

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

In 2024, we kicked off phase 2 of our baselining efforts to cover more of our Europe supplier base and began to track annual progress for the baselines validated in phase 1.

In Italy, our local supplier Fattorie Osella has taken another significant step forward in dairy sustainability. After becoming the first dairy company in Italy to obtain animal welfare certification for ~100% of its milk suppliers since 2016, Fattorie Osella has launched a three-year carbon reduction journey with xFarm Technologies. Through this collaboration, 17 farmers are expected to gain access to their on-farm carbon footprints, enabling them to design a tailored roadmap for reducing on-farm CO<sub>2</sub>e emissions. Farmers will have access to an online platform that helps digitalize their operations and make informed sustainability decisions.

**Australia on Its Way**

Australia is on the dairy emissions-reduction journey, partnering directly with Cadbury dairy farmers in Tasmania. In 2024 Mondelēz Australia completed baselines for on-farm carbon footprints and are now looking at ways to partner with farmers to develop reduction strategies for the short, medium, and long term.

**Emerging Technologies & Innovations in Dairy**

Our Research & Development (R&D) organization continued our collaboration with the Scientia Group, a science and innovation consultancy, to stay informed on developments and support us in achieving our ambitions. This partnership has been instrumental in exploring the longer-term technical landscape, assessing the implementation readiness and efficacy of existing technologies, and identifying new areas for exploration through opportunities in academia and industry collaboration. Moreover, our work with Scientia has identified early Technology Readiness Level (TRL) technologies, which we will explore during 2025 to better understand how they can be leveraged to deliver against our plan.

As part of our efforts with the Scientia Group, we are proud to have supported and secured approval for a European Institute of Innovation & Technology (EIT) Food-funded project. This initiative focuses on exploring the application of the Marginal Abatement Cost Curve (MACC) to better understand the environmental and economic impacts of various dairy farm typologies across Europe.

In addition, we have secured a Knowledge Transfer Partnership (KTP) with Queen's University Belfast, further enhancing our internal expertise in assessing end-to-end emissions on farms as technology interventions are implemented. These collaborations reflect our commitment to innovation and progress as we work towards a more sustainable future.

**Collaborating Across the Dairy Sector**

In 2024, we continued our partnership with the Sustainable Agriculture Initiative Platform (SAI Platform) and its Sustainable Dairy Partnership (SDP) to collaborate within the industry. This includes our efforts to scale the adoption of the SDP in Latin America.

Through the SDP, we have worked to promote sector alignment on the reporting of sustainability topics and continuous improvement on key dairy issues. Along with a variety of stakeholders, processors and national programs (altogether representing about 30% of the global dairy volume), we are working to raise the bar in dairy sustainability. By recognizing existing programs, we are striving to avoid duplicating efforts, allowing more resources to help create positive impact at farm level. In 2024 we began to explore the option of using SDP data for baselining eligible suppliers. We intend to continue this work in 2025.

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

**RAW MATERIALS – PALM OIL**

Our aim to seek no deforestation is building upon the company's POAP, which was first issued in 2014. We take into account learnings and experience realized in our Company's efforts to collaborate with suppliers to source deforestation-free palm oil and applies those learnings across primary commodities. In the future, this plan will also take into account current and impending regulation, as well as insights from external frameworks such as the SBTi and collaborative organizations such as CGF FPC and CGF POCG.

Sourcing palm oil more sustainably means for us switching from broadly RSPO credit sourcing in prior years to sourcing RSPO physical certified starting in 2025. In conjunction we are also adopting NDPE's IRF and require our suppliers to submit NDPE IRF profiles annually.

Shifting to deforestation-free sourcing supports our carbon footprint reduction.

→ Find out more in [Biodiversity & Ecosystems](#)

**RAW MATERIALS – WHEAT**

We also work to help curb our supply chain footprint through our Harmony sustainable wheat program.

Our strengthened charter, Harmony Ambition 2030, includes 20 mandatory farming practices plus 17 best practices, built in close collaboration with agronomic experts, NGOs and, of course, our wheat supply chain. To help mitigate climate change, our Harmony Regenerative Charter focuses on the following objectives:

- Optimizing the use of nitrogen fertilizers, the main source of greenhouse gas emissions in wheat production, and a source of soil health degradation;
- Diversifying crop rotation by introducing leguminous crops;
- Keeping the soil covered between crops to help improve soil structure, store carbon and reduce the need for fertilizers; and
- Reducing tillage to limit erosion, improve water retention and enhance soil health.

We kick-started Harmony Ambition 2030 with a test-and-learn model in France. Participating farmers sowed Harmony wheat under our Regenerative Charter for harvest 2023. Encouraging results in France helped us to apply learnings to a wider European roll-out over the coming years, starting with Belgium for harvest 2024, Central Europe for harvest 2025 and finishing with Spain and Italy for harvest 2026.

**Strong Data Reporting System to Measure Our Impact**

Harmony has developed a strong and unique data reporting system on farming practices that allows for full traceability from Harmony wheat storage to factory. Our aim is to calculate and monitor a set of economic and agro-environmental performance indicators, such as nitrogen use efficiency, greenhouse gas emissions and pesticide use. Key results are shared with wheat supply chain partners to fuel a continuous improvement approach, and our charter is reworked to further reduce our environmental footprint.

To confirm our Harmony-labeled products comply with requirements of the charter, certified third-party organizations (SGS, Bureau Veritas) conduct annual verifications. All mills and storage bodies as well as about 10% of partner farmers are audited every year with over 285 audits performed in 2024.

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In 2024, we decided to go further and kicked off a project to launch a new digital platform, developed by the technology company Improvin'. With the detailed farm-level data in the Harmony data platform, we will be able to more effectively track the overall progress of the program including factors such as reduction of greenhouse gas emissions. Designed with user simplicity in mind, the Harmony data platform features an intuitive interface and built-in compatibility with many Harmony partners' existing tools, including Farm Management Systems.

The platform's advanced machine learning capabilities, using modeled data from sources such as satellite imagery, streamline the reporting process, allowing farmers to validate information rather than having to enter data manually. Furthermore, the Harmony data platform offers farmers valuable feedback on their performance and tailored support to enhance their regenerative practices.

This Harmony data platform will be rolled out across Europe starting in 2025, covering more than 1,260 farms in seven markets by 2026: France, Belgium, Spain, Italy, Poland, Czechia and Hungary. In 2025, the French and Belgian Harmony partners will be the first to gain access to the new platform.

→ Learn more in [Biodiversity & Ecosystem](#)

**MANUFACTURING**

We're focusing on increasing both our energy efficiency and our use of renewable energy (with a focus on electricity), so that we can go further in reducing our carbon emissions and our costs. In 2024, about 54% of the electricity we used in our manufacturing sites was renewable, compared to around 45% in 2023.<sup>(31)</sup>

We are also continuing to make adjustments to how we operate. We are leveraging improved processing designs for enhanced efficiency. For example, we are replacing some natural gas baking ovens with low-carbon fuels or electricity.

→ Find out more in [Energy](#)

**LOGISTICS OPERATIONS**

Outbound logistics activities (from manufacturing plants to customers) represent about 4% of our total company CO<sub>2</sub>e emissions.<sup>(1)</sup> Most of our operations are outsourced, thus partnering with our suppliers is crucial to help deliver our net-zero emissions ambition. The main contributor to our emissions is truck transportation.

We are working to reduce the emissions across our logistics operations across a range of activities. Efforts include investing in new and energy-efficient mobility solutions, as well as switching to renewable energy sources in our warehouses. We're also optimizing routes, reducing travel distances and improving the ways in which we use trucks and containers.

Electric transportation continues to be piloted in a variety of markets, including China, the U.S. and Brazil and also in 2024 piloted for the first time in Czechia.



In Europe, we run a program called Design to Transport which aims to enhance our transportation efficiency by improving vehicle utilization. Three pillars of this program are pallet height optimization, pallet loading optimization (e.g. double stacking) and our Pack Light Right program, which optimizes truck space utilization and drives air reduction in transport. The program initiated in 2023 and continued to thrive into 2024, successfully eliminating over 1,000 trucks annually that transit between our manufacturing facilities and distribution centers.

**PACKAGING**

We continue to strive to make our packaging more efficient in line with our strategy. This means working toward reducing the virgin plastic material used in our packaging, while not compromising the quality and integrity of our products. We have deployed packaging sustainability design requirements across our global business.

These requirements are aligned with industry guidelines – such as the CGF's Golden Design Rules – to promote consistency with latest leading practices. By designing our packaging to be recyclable, evolving to more sustainable materials and increasing our use of recycled content, we are working toward improving carbon intensity across our packaging portfolio.

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

**SUPPLIER PARTNERSHIP PROGRAMS**

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

First, we continue working with EcoVadis, a leading provider of business sustainability ratings and second, we continue to partner with the Supplier Leadership on Climate Transition (Supplier LOCT), a consortium of world-leading businesses aiming to reduce supply chain emissions. Through this approach we are supporting our top suppliers in evolving or (where applicable) creating their Scope 3 footprint, setting CO<sub>2</sub>e reduction goals, and reporting outcomes in line with the SBTi.

→ Find out more in [Stakeholder Engagement](#)

**INNOVATION**

During 2024, we've worked on many areas of innovation, which are aimed at helping us reduce our carbon emissions. Key examples include:

- **Conservation in Cocoa:** We completed the first, comprehensive study of biochar's potential as a carbon dioxide removal technology in a smallholder cocoa farming in collaboration with the Alliance of Biodiversity International and CIAT (Centro Internacional de Agricultura Tropical). The results showed potential to simultaneously achieve decarbonization of cocoa, while also improving soil fertility, water retention, fertilizer use efficiency, and productivity. The most viable technologies and scaling models were identified and evaluated. Also, the community-based Payment for Ecosystem Services (PES) model developed under the Landscape for Sustainable Livelihoods (C4SL) pilot project in Ghana, has reduced the deforestation growth curve by over 70% compared to business-as-usual which means

the conservation of about 7,000 tonnes of CO<sub>2</sub> equivalent together with improved water recharge and hectares of biodiversity. Additionally, we registered two high-yielding, resilient cocoa clones in Indonesia and established 4 budwood gardens in Sumatra, each with a capacity to distribute approximately 35,000 - 50,000 seedlings.

- **Wheat Regen Ag Pilot:** Developing a three-year baseline alongside Michigan State University Extension to initiate a regenerative agriculture program in the 2025 planting season, looking at the use of regenerative agriculture in wheat for Triscuit recipes. Also, Mondelēz International enlisted a Monitor, Reporting and Verification (MRV) partner to monitor, record and verify regenerative agricultural practices, as well as a crop warranty provider to help decrease risk during the transition to regenerative practices once the program begins.

- **Wheat Breeding Program:** We have been able to register two new soft wheat varieties in China, marking a significant milestone in our sustainability journey. Local sourcing is a critical enabler for our initiatives in China, and these varieties not only meet our quality standards but also lay the foundation for working towards our longer-term goal of net zero emissions by 2050.

- **Sustainable Futures Investment:** Through our Sustainable Futures platform we have invested in eAgronom, a start up company that supports the transition to regenerative agriculture by helping farmers improve soil health, reduce carbon emissions and enhance financial resilience through sustainable practices. With over 1 million hectares already under sustainable farming practices, eAgronom enables farmers to access carbon credit markets, helping create additional revenue streams while helping strengthen their ability to adapt to climate-related challenges.

- **EcoDesign Development:** R&D colleagues throughout our business now have access to a digital EcoDesign tool to help them build reduced environmental impact into product and process innovations, reformulations and portfolio shifts. We also use our eQoPack, a packaging assessment tool developed by Quantis to help us design more sustainable packaging.

- **Reformulation Research:** We are piloting a digital dashboard to help us capture the carbon-reduction potential available through reformulation. We also funded a project with The National Food Lab, Inc. to test the potential for taking dairy ingredients out of selected baked products with minimal impact on cost, taste or nutrition.

## GOALS AND METRICS

**NEAR-TERM 2030 GOAL VS 2018 BASE YEAR AIMS FOR**

**-35%**

GHG emissions reduction across our value chain<sup>(1)</sup>

**OUR LONG-TERM 2050 GOAL VS 2018 BASE YEAR AIMS FOR**

**NET-ZERO**

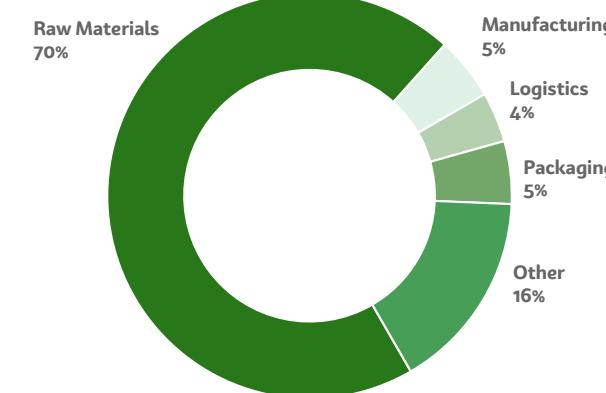
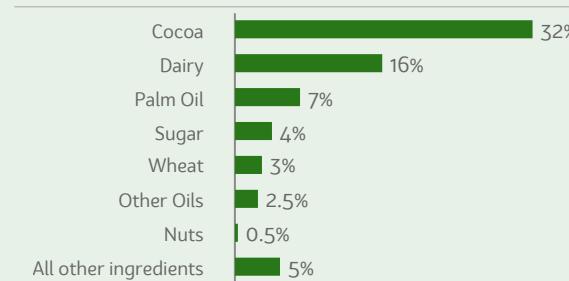
GHG emissions reduction across our value chain<sup>(1)</sup>

## WHERE OUR CARBON FOOTPRINT COMES FROM

Similar to other food manufacturers, we see about 70% of our footprint driven by raw materials.<sup>(1)</sup> Cocoa and dairy are the two largest contributors to our footprint driven by our portfolio followed by: palm oil, sugar, wheat, other oils, nuts, and all other ingredients.

The remaining approximately 30% is broken out across internal manufacturing linked to the production of our products plus related upstream fuel and energy related activities, packaging used to keep our products safe and protected during transportation and handling, logistics operations linked to storage and transportation of finished goods, and various other categories including emissions related to external manufacturing, investments, services, business travel, and small categories.

Our end-to-end footprint has reduced by approximately (12)% compared to our 2018 baseline or approximately (9)% compared to emissions in the prior year.<sup>(1)</sup> Our Scope 1 and 2 emissions continue to decrease, reflecting our progress in renewable electricity and energy efficiency. We reduced our Scope 1 and 2 (market-based) emissions by approximately (28)% compared to our 2018 baseline and approximately (2)% compared to emissions in the prior year.<sup>(1)</sup>

CARBON FOOTPRINT  
GHG EMISSIONS SOURCES<sup>(1)</sup>RAW MATERIALS GHG EMISSIONS BREAKDOWN<sup>(1)</sup>

In the past we have been focused on reducing the carbon emissions across our manufacturing operations by 10% from a 2018 base year which has been successfully achieved thanks to our strategic approach in our operations through electrification, transitioning to renewable energy, and efforts towards more energy efficient processes. Our focus moving forward will be shifting to the reduction of absolute Scope 1 & 2 emissions by 50.4% by 2030 against a 2018 base year.



Our Scope 3 emissions have decreased by approximately (11)% compared to our 2018 baseline, or approximately (9)% compared to emissions in the prior year as we continue to capture the positive effects of our various roadmaps, with the biggest impact coming from cocoa.<sup>(1)</sup>

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

## GHG EMISSIONS PROGRESS

## 2024 PROGRESS

	2024	2023	2018	% change vs 2023	% change vs 2018
Scope 1 (direct) emissions (CO <sub>2</sub> e metric tonnes) <sup>(1)</sup>	875,000	826,000	873,000		
Scope 2 (energy indirect) emissions (CO <sub>2</sub> e metric tonnes), market-based <sup>(1)</sup>	372,000	447,000	848,000	(2)%	(28)%
Scope 3 (other indirect) emissions (CO <sub>2</sub> e metric tonnes) <sup>(1)</sup>	29,223,000	32,149,000	32,864,000	(9)%	(11)%
Total emissions (CO <sub>2</sub> e metric tonnes) <sup>(1)</sup>	30,470,000	33,422,000	34,585,000	(9)%	(12)%

## COCOA LIFE PROGRAM

## 2024 PROGRESS

	2024	2023	2022
Economic shade trees distributed by Cocoa Life (#) <sup>(28)</sup>	10,665,000	8,589,000	6,720,000
Cocoa Life registered farms mapped and monitored (#) <sup>(29)</sup>	237,000	256,000	246,000
Farmers trained or coached on Good Agricultural Practices (#) <sup>(28)</sup>	178,000	225,000	220,000
Community members and farmers trained on Good Environmental Practices (#) <sup>(28)</sup>	571,000	498,000	415,000

# ENERGY

Driving down our energy emissions through electrification and transitioning to renewable energy as well as our efforts towards more energy efficient processes is part of reaching our long-term goal of net-zero carbon further expanding the sustainability of our operations.

## HIGHLIGHTS

Approximately

**54%**

of the electricity used in our manufacturing sites was renewable, compared to 45% in 2023<sup>(31)</sup>

Approximately

**(37)%**

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

## STRATEGIC APPROACH

Our three key strategic areas:

### 1. Improving energy efficiency within our internal operations

Focusing on our operations, we are working to make our manufacturing plants more efficient by continuing to invest in advanced energy-management systems and energy efficient technologies. Solutions already in place are energy efficiency improvements to biscuit ovens and steam boilers, including heat recovery. We also invest in higher-efficiency equipment.

### 2. Transition to renewable electricity and electrification

We are electrifying our operations and aiming for all the electricity we're using across our manufacturing sites by 2030 to be renewable by transitioning from fossil fuels to renewable electricity and electrification.

We have been working towards shifting away from fossil fuels as the primary source of the power we use and transferring to biofuels and renewable electricity. Electrification combined with our transition to renewable-sourced electricity are drivers of our decarbonization strategy.

### 3. Increasing the use of renewable electricity

We're working closely with governments and suppliers to promote renewable energy wherever we operate by either buying Power Purchase Agreements (PPAs) or generating at our facilities with onsite solar panels. This approach is working. About 54% of the electricity we used in 2024 came from various renewable sources, increasing from the approximately 45% achieved in 2023.<sup>(31)</sup>

## ACTION PLANS AND PROGRESS

In our transition to electrification, our Viana bakery plant in Spain achieved in September 2024 an exciting and historic milestone where for the first-time ever, our beloved Oreo cookies were baked in a fully electric oven. The oven's innovative features bring significant benefits, including lower energy consumption, minimal energy loss due to exhaust gases, and no combustion gases – resulting in lower emission baking. This remarkable achievement marks another important step toward our sustainability goals,

Installing heat pumps to provide hot water is part of our tactical approach towards our decarbonization goal. During 2024 we continued expanding this technology in our operations. Our Skarbimierz plant in Poland and Bludenz plant in Austria replaced boilers with heat pumps for hot water supply, the latter achieved an approximately 60% reduction in the annual gas consumption of the site.

Our commitment to increasing the use of renewable electricity is progressing as in 2024 we reached approximately 54% of renewable electricity usage globally.<sup>(31)</sup> Also, during 2024, new renewable electricity purchasing agreements were signed in Poland and Mexico, the latter takes Latin America to approximately 89% of renewable electricity consumption.

During 2024 eight sites globally installed solar panels to supply electricity to our sites, helping these facilities to reduce and offset CO<sub>2</sub> emissions. With this addition Mondelēz International has a total of 34 sites with solar energy generation which is approximately 100% renewable source.



## GOALS AND METRICS

We attained our goal of CO<sub>2e</sub> emissions reductions across our manufacturing operations by 2025 (vs. 2018).

### 2024 PROGRESS

	2024	2023	2018
Total energy consumed (GJ) <sup>(31)</sup>	18,528,000	18,464,000	18,902,000
Total renewable energy (%) <sup>(31)</sup>	54 %	45 %	–
Manufacturing CO <sub>2e</sub> emissions from energy (CO <sub>2e</sub> market-based metric tonnes) <sup>(2)</sup>	913,000	982,000	1,458,000
CO <sub>2e</sub> emissions reductions across our manufacturing operations (vs. 2018) (%) <sup>(2)</sup>	(37)%	(33)%	–

# WATER

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

## HIGHLIGHT

Approximately

# (15)%

Absolute water usage reduction in priority sites (vs. 2018)<sup>(3)</sup>

## STRATEGIC APPROACH

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

 Read more about our water position on our [website](#)

## ACTION PLANS AND PROGRESS

### 2024 IN REVIEW

Our water management strategy remains focused on delivering against our 2025 goal of reducing our water use at priority sites, located in water-stressed areas.

To that end, we implemented a water efficiency program based on strategies and initiatives led by our priority sites that allowed us to reduce our absolute water use at priority sites by approximately (15)% in 2024 (vs. 2018).<sup>(3)</sup>

The main focus areas of this program include:

- Water audits and assessments
- Installation of water-efficient equipment and technology
- Investment in enhanced reuse and recycling systems
- Leak and water-loss prevention
- Employee education
- Data monitoring and reporting on improvements and cost savings
- Benchmarking against industry standards

Mondelēz International plants continue to expand the number of alternative sources for water supply as part of our reuse and recycling systems program of which 11 sites are already harvesting rainwater and 24 of our sites recycle water from the wastewater treatment plant, with this representing approximately 8% of our sites' total water usage globally in 2024.

- One example of this is our Salinas plant in Mexico that installed a new osmosis equipment to reuse and recycle waste water from the local municipality. With this new addition and in conjunction with the existing water recycling facilities, our Salinas plant has managed to use approximately 100% of recycled water for the factory cooling systems, reducing the annual water consumption by approximately 90,000 m<sup>3</sup>.
- Our Ikeja site in Nigeria reduced almost 25% of the water consumption by implementing several water efficiency projects such as equipment cleaning optimization, increasing the condensate recovery from about 20% to 80% and a successful campaign engaging and educating employees to detect and repair leaks.

## FUTURE OUTLOOK

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

In the following years, we aim to develop detailed roadmaps and action plans for key basins that involve local stakeholder consultation, to identify and respond to local water risks in watersheds across our end-to-end supply chain. We will also continue to consider future water risks and impacts in our strategic decision making.

## GOALS AND METRICS

### WATER GOAL

# 10%

reduction of absolute water usage in priority sites by 2025 (vs. 2018)<sup>(3)</sup>

### 2024 PROGRESS

	2024	2023	2018
Total incoming water (m <sup>3</sup> ) (without borrowed and rainwater, as per our current KPI definition) <sup>(3)</sup>	10,376,000	10,119,000	11,410,000
Total incoming water to priority sites (m <sup>3</sup> ) (without borrowed and rainwater, as per our current KPI definition) <sup>(3)</sup>	5,778,000	5,715,000	6,827,000
Absolute water usage reduction in priority sites (vs. 2018) (%) <sup>(3)</sup>	(15)%	(16)%	—

# BIODIVERSITY & ECOSYSTEMS

As a food company, our value chain is highly dependent on nature and the services it provides and is therefore at risk due to nature loss. We believe it is important to help protect the ecosystems where this value originates, including biodiversity, water resources, and the long-term resilience of our ingredient supply chains.

## FIND OUT MORE ABOUT OUR:

- ➡ [Strategic approach](#)
- ➡ [Action plans and progress](#)
- ➡ [Goals and metrics](#)

## HIGHLIGHTS

Approximately

**100%**

Wheat volume needed  
for Europe business  
biscuits production  
grown under Harmony  
charter<sup>(10)</sup>

Approximately

**100%**

Palm Oil volume  
Roundtable on Sustainable  
Palm Oil (RSPO) certified<sup>(7)</sup>

## STRATEGIC APPROACH

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

## STEPPING UP WITH SUSTAINABLE SOURCING

One key step to support our journey of helping protect biodiversity and ecosystems includes the shift towards deforestation free sourcing across our primary commodities by 2025.

➡ Read more about our deforestation position on our [website](#)

Further, building on learnings we gained through our sourcing programs, we are in the process of reviewing our approach to assessing nature related dependencies, impacts, risks and opportunities along our value chain in alignment with evolving standards and regulations.

We partnered with a third-party expert in 2024 to understand how our value chain depends upon and impacts nature and to identify nature-related risks and opportunities across our global operations and upstream supply chain.

Leveraging guidance of emerging standards and frameworks, such as the Taskforce on Nature-related Financial Disclosures, our partner is conducting an enterprise nature risk assessment inclusive of our direct operations and upstream supply chain. We anticipate that we can use the findings of this assessment to inform our signature programs and take appropriate actions to help address climate change, biodiversity, and water as part of our enduring ambition to make snacking more sustainable.

## COCOA

As part of the Cocoa Life program's efforts to address cocoa-related deforestation and help reach our carbon goals, we run cocoa agroforestry projects that have the potential to provide a wide range of environmental, social and economic ecosystem services including soil conservation and biodiversity preservation. Integrating varied tree species in cocoa agroforestry can help reduce the effects of monoculture cocoa, which has been seen to deplete biodiversity. Native shade tree species are important for local wildlife conservation by providing habitats and increasing their chances of survival. As planted shade trees are deep rooted, their root systems can help with reducing soil erosion, maintaining soil health and supporting a diverse array of plants and microorganisms.

Learn more about Cocoa Life actions and latest collaborations:

- ➡ [Read more in Climate Change](#)
- ➡ [Read more in Human Rights in the Value Chain](#)

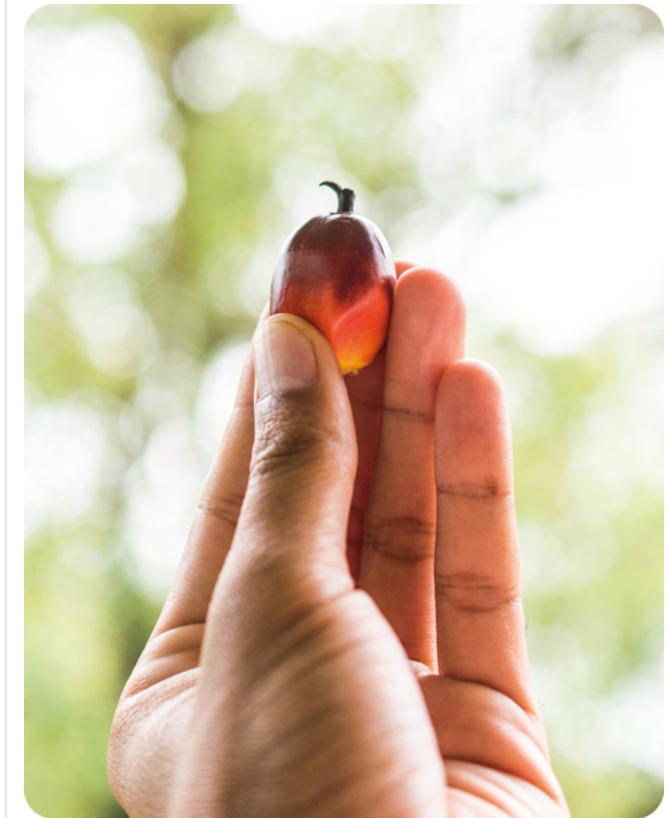
## WHEAT

Across Europe and North America, we are working with wheat farmers and suppliers to provide data, tools and training to help implement advanced agronomy and regenerative agriculture practices in the field.

Through the Harmony Wheat program, we help to mitigate climate change and reversing biodiversity losses, while supporting our partner farmers and evolving our charter to strengthen the focus on regenerative agriculture.

## PALM OIL

When produced and sourced responsibly, we believe palm oil has the potential to benefit people and nature, thanks to its high efficiency and contribution to socioeconomic progress in the rural locations where it is grown. Our POAP sets out our broad approach to realizing this potential, working with our suppliers and through industry-wide transformation. Since publishing the plan in 2014, we have worked within our supply chain, with our suppliers' supply chains and across industry to help accelerate improvements.



## ACTION PLANS AND PROGRESS

### HARMONY WHEAT EUROPE

#### EXPANDING OUR IMPACT IN 2024

Since protecting local biodiversity, especially pollinators, is key to helping ensure the resilience of farm ecosystems and our food security, as part of our Harmony program we have quadrupled the surface of melliferous fallows – those planted with bee-friendly plants – over the past decade. As of 2024, this land now exceeds 59,000 hectares across Europe and is home to an estimated 24 million bees and 30 butterfly species.

#### ACCELERATING OUR PROGRESS WITH HARMONY AMBITION 2030 FIRST ACHIEVEMENTS

Harmony Ambition 2030 aims to accelerate the Harmony program's progress focusing on making a lasting impact in three key areas:

##### 1. Environment

We are implementing a strengthened charter of farming practices that aims to help reduce greenhouse gas emissions from Harmony wheat fields. We also expect to take a more ambitious approach to biodiversity protection in European wheat farming by extending action from Harmony plots to whole farms, and from pollinators to overall wildlife. Harmony farmers will aim to eliminate use of the most damaging pesticides.

##### 2. Farmers

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

##### 3. Consumers

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

Biodiversity protection has been at the heart of Harmony since its creation. Our increased ambition under the Harmony 2030 charter means we are widening our action from individual Harmony plots to whole farms; and from pollinators to overall wildlife, for a more holistic preservation of landscape and habitat with the following goals.

Our objectives include :

- Dedicating a minimum of 3% of Harmony wheat fields to honey fallows flowers, or implementing or extending hedges, with clear guidelines in terms of length depending on the Harmony wheat surface.
- Promoting the responsible use of pesticides on wheat fields by encouraging practices that prevent crop diseases.
- Supporting the diagnosis of Ecological Focus Areas (an area of land upon which you carry out agricultural practices that are beneficial for the climate and environment) on farms and building adequate action plans to optimize biodiversity enhancement.
- Increasing awareness of our partner farmers on the criticality and benefits of High Diversity Landscape Features (HDLF) (such as hedgerows, water ponds, and biodiversity strips, that support nature and biodiversity) to their farms.

#### SUPPORTING FARMERS TOWARD TRANSITION TO REGENERATIVE AGRICULTURE<sup>(32)</sup>

##### • Harmony Academy Tours

In 2023 and 2024, we organized four Harmony tours in France and one in Belgium. Each tour consisted of a full-day workshop, with on-field training on soil health, including soil biodiversity. The Harmony tour is part of our Harmony Academy roadmap: a key pillar of our Ambition 2030 to create a center of excellence for wheat that supports participating farmers in their transition to regenerative agriculture through resources and opportunities to foster community.

##### • Harmony Academy App

In France, we launched a new mobile app in November 2023 - called Harmony Academy - to empower farmers to learn and share progresses on climate and biodiversity initiatives. We aim to support future sustainable decision making and foster community within the wheat chain. The app has been rolled out in Belgium, and will be in Central European countries in 2025.

##### • Harmony Data Platform

In 2024, we initiated the development of a new tool to digitalize our reporting data system. The new Harmony data Platform propels Mondelēz towards the 2030 sustainability commitments by digitizing farmer reporting, enhancing data transparency across the value chain and strengthening supply chain resilience through targeted farmer support. With the detailed farm-level data in the Harmony Platform, we can more effectively track the overall progress of the program and focus on systematically reducing greenhouse gas emissions and advancing biodiversity and soil health.

To track biodiversity efforts, the Harmony Data Platform monitors as example the amount of flower zones and hedgerow areas on farms with farmer-validated data.

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

To keep progressing toward our Ambition 2030, and reinforce our focus to protect surrounding ecosystems, we are investing in a pioneering pilot project: in 2022, we initiated a collaboration with a start-up that developed a new technology based on Artificial Intelligence and digital technologies to precisely locate and identify weeds in every cm<sup>2</sup> of the field by drone, and then transfer that information to an application map. The aim is to significantly reduce herbicide use, by applying them only exactly where they are needed.

This technology allows us to reach several objectives:

- Increased local biodiversity.
- Reduction of the pollution of groundwater and surface waters with plant protection products.
- Cost reduction in plant protection and grain cleaning.
- Enhanced agricultural harvest quality.

As a result of using spot spray maps in 2024, 82 liters of water were saved per hectare, and chemical application was reduced by 41% on the tested fields compared to 2023 results. Following these promising results, we plan to conduct the initiative again next year, and will assess the potential to implement the project on a larger scale.

#### ENGAGING CONSUMERS IN CHAMPIONING MORE SUSTAINABLE WHEAT

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

In order to foster our European biscuit consumer engagement toward sustainability, and more precisely Biodiversity protection, 2 years ago we started a consumer initiative called "In Harmony with bees."

Insects play an important role in agricultural pollination: three-quarters of global food crops producing fruits or seeds for human use as food depend, at least in part, on pollinators, yet about 40% of their species – especially bees and butterflies – are threatened with extinction, mainly because of dwindling food sources and habitat destruction.<sup>(33)</sup>

The Harmony program already addresses these pollinators' lack of food sources through its charter and biodiversity efforts. We are now focusing on habitat loss through a consumer initiative to help protect wild bees through our local heritage brands.

We installed 79 bee hotels in 2023 and 2024 near the Harmony melliferous fallows in Spain, Italy, France, Czechia and Hungary. These bee hotels, which were handcrafted in France, have been designed specifically for wild bees, with the support of biodiversity NGO Noé. With thousands of holes made of varied materials, the bee hotels allow many potential insects to nest and reproduce.

Results from these campaigns were very promising, so we plan to produce additional bee hotels in 2025. This initiative is supported by our local heritage brands through digital, in-store and PR campaigns.



## NORTH AMERICAN WHEAT

### TRISCUIT SUPPORTS MONDELĒZ INTERNATIONAL'S SUSTAINABILITY AMBITIONS

Farmers of the Cooperative Elevator Co., a 120-year-old agricultural cooperative based in Michigan, grow and harvest the primary ingredient in *Triscuit* crackers: whole grain wheat. Today, these farmers are playing an important role in supporting *Triscuit*'s efforts to research and encourage the adoption of certain regenerative agricultural practices. For the past eight years, more than 100 growers have shared data about their farming practices with the Mondelēz Michigan Wheat Project. The project's long-term aim is to improve measurement of certain environmental impacts arising from wheat farming, such as greenhouse gas emissions. In collaboration with Michigan State University and Field to Market, the project analyzes farming practices and the correlation of those practices with wheat yields. This analysis provides insight on agricultural practices which, if implemented, could support wheat yields and minimize inputs, ultimately helping to reduce greenhouse gas emissions.

While some participating farms have already adopted certain practices (i.e. no-till or reduced tilling, cover crops, crop rotation), the project provides each farmer with individualized reports that track year-over-year data. Aggregated data for the season is shared with participating farmers during an annual post-harvest informational meeting. Attendees gain insight from both this data and from their peers as they engage with agronomists and other growers and learn about Mondelēz International's corporate goals and sustainability agenda.

 Read more about the [Cooperative Elevator](#)

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

Since 2020, participating farmers have used Field to Market's Fieldprint Platform, an agriculture analytical tool, with the goal of identifying opportunities to optimize their agricultural practices. The data collected over multiple years has helped to establish baselines with regards to wheat yields and farming inputs such as fertilizer, as well as environmental metrics of the wheat we source for *Triscuit* crackers that are captured in the Fieldprint Platform.

This collaboration has allowed us to identify a set of recommended agricultural practices that can promote regenerative agriculture.

## CLIF & ORGANIC ACREAGE

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

## PALM OIL & DEFORESTATION

### DRIVING SUSTAINABILITY IN OUR SUPPLY CHAIN

~100% of Palm Oil volumes sourced by Mondelēz International have been RSPO certified since 2013. In line with our deforestation position we are in the stage of transitioning from largely RSPO credits to RSPO physical certifications.

We require our direct suppliers to report on traceability to mill and plantation. Traders and suppliers are assessed via annual supplier questionnaires. In partnership with the Control Union (CU), we have also added a layer of third-party verification of supplier-reported mill list data. We partner with a third-party expert to assess the suppliers via the POTC survey.

We are also asking suppliers to share information that monitors adoption and implementation of No-Deforestation, No-Peat and No-Exploitation (NDPE) commitments. Starting 2025, we are adopting the NDPE's Implementation Reporting Framework (IRF) and require our suppliers to submit NDPE IRF profiles annually, which will be verified by our partner PCU moving forward unless already verified by a third-party.

When issues of potential deforestation, conversion of natural ecosystems or exploitation are raised, our robust third-party supported grievance process helps to confirm they are investigated and actioned. For significant breaches, we adopt the "suspend and engage" principle. We are collaborating with our Tier 1 suppliers to ensure action plans are met in a timely manner. Only suppliers that demonstrate alignment with our expectations are re-entered after a third-party supported process.

For further transparency, we require suppliers to share the list of mill crushers active in our shared supply chains and publish this data, following verification, in an annually updated mill list.

Our grievance tracker is linked to a satellite monitoring platform that enables us to connect received grievance cases to other deforestation activity.

### DRIVING SUSTAINABILITY IN OUR SUPPLIERS' SUPPLY CHAINS

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

### MORE FOREST POSITIVE LANDSCAPES

We continue to invest in transformation toward forest positive production landscapes and are finalizing work on calculating our Malaysian and Indonesian production footprint through our partnerships with Satelligence and CU and are expanding the approach to our Latin America sourcing countries following Rainforest Alliance Network ([RAN](#) methodology). These production footprints can help inform future production landscape investments.

### Land Rights

We firmly believe in Free Prior and Informed Consent (FPIC) for expansion of industrial agriculture. We also believe in the resolution of disputes through peaceful means that promote dignity and respect the rights of Indigenous people and local communities. As laid out in our POAP, we expect our suppliers to share this commitment.

When suppliers or civil society organizations raise issues related to land rights, we follow our grievance procedure to process, manage and respond to them. We investigate and address each situation, which may include engagement with direct suppliers, time-bound action plans, suspension and engagement, or monitoring and engagement. We work on this issue with peers and retailers through the CGF Task Force on Indigenous People & Local Community, and with the broader sector through the Palm Oil Collaboration Group Social Issues Working Group.

## ACCELERATING TRANSFORMATION

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

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

### SECTOR-WIDE COLLABORATION

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

### Forest Positive Coalition

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

**COLLABORATING ACROSS LANDSCAPES**

As a member of the CGF FPC and Co-Chair of the Landscape Working Group, Mondelēz International continues to be committed to helping bring about large-scale change through investments in landscape programs in Indonesia and Malaysia that are centered on the production of sustainably sourced palm oil.

Mondelēz International is proud to be a long-standing member of multistakeholder platform Coalition Sustainable Livelihood (CSL) where we are actively collaborating and contributing to its mission in advancing shared goals for more sustainable production, improved livelihood, and conservation of critical natural resource in North Sumatra and Aceh, Indonesia. Since joining the CSL as a Founder and Steering Committee member in 2018, we have been involved in shaping the platform's strategic direction, focusing on key initiatives, and sharing valuable learnings. In 2023, Mondelēz International shared best practices and learnings from our sustainability initiative with CSL members and others stakeholders in CSL knowledge sharing, local dialogue events and workshops.

Our efforts to help protect the Leuser Ecosystem in North Sumatra and investing in the landscape initiative Langkat North Sumatra in partnership with IDH (Sustainable Trade Initiative) and PT Smart Tbk (a subsidiary of Golden Agri Resources, or GAR) continued in 2024.

The landscape initiative has made significant progress on the ground. The project has effectively mapped and assessed the conservation value of multiple mills and their supply chains, encompassing smallholder farms. Extensive training has been provided to smallholders on best practices, governance, and sustainability standards. These efforts have resulted in a significant number of smallholders becoming ready for RSPO ISH certification audits, with some already achieving certification. Furthermore, the initiative has facilitated the submission of numerous applications for local smallholder cultivation registration certificates (called Surat Tanda Daftar Budidaya, or STDB) and engaged with mills on NDPE plan establishment. Investments in training have also been made, demonstrating a strong commitment to fostering sustainability throughout the supply chain.

Building on the experience from the ongoing implementation in Langkat District, we are currently planning to expand the landscape initiative to other districts in Aceh Province, such as Langkat, Aceh Utara, Aceh Singkil and Subulussalam. The project will aim to support the strengthening of sustainable palm oil governance in the respective areas, which are part of the palm oil sourcing landscape that also host the biodiversity rich Leuser Ecosystem.

Beyond the initiative, as the study highlighted the potential of cocoa agroforestry as one sustainable solution for smallholder palm in Aceh, Mondelēz International is bringing the Cocoa Life program into Aceh Tenggara. The approach offers a more diverse and resilient model for land use, generating environmental benefit through landscape restoration and providing stable additional income source for farmers.

**GOALS AND METRICS****HARMONY WHEAT****HARMONY WHEAT GOAL****100%**

100% wheat volume needed for Europe business biscuits production grown under the Harmony charter by 2022.

**2024 PROGRESS**

	2024	2023	2022	2021
Number of farmers, cooperatives and millers that have joined the Harmony Wheat initiative (#)	1,200	1,100	1,400	—
Harmony wheat surface (Ha) – est.	59,000	57,000	57,000	55,830
Melliferous area surface (Ha) – est.	2,000	1,800	1,800	1,810
Wheat volume needed for Europe business biscuits production grown under Harmony charter (%) <sup>(10)</sup>	100 %	99 %	98 %	91 %

**~24 BEES POPULATION (MM)**  
**~30 BUTTERFLY SPECIES OBSERVED (#)**

Biodiversity Observed in Harmony Fallows estimated at Harvest 2024.

**PALM OIL****PALM OIL GOAL****MAINTAIN 100%**

Palm Oil volume Roundtable on Sustainable Palm Oil (RSPO) certified

**2024 PROGRESS**

	2024
Palm Oil volume Roundtable on Sustainable Palm Oil (RSPO) certified (%) <sup>(7)</sup>	100 %
Palm oil traceable to mill (%) <sup>(34)</sup>	99 %
Palm oil from suppliers aligned to Palm Oil Action Plan (POAP) (%) <sup>(34)</sup>	100 %
Palm oil forest monitored (%) <sup>(34)</sup>	97 %
Palm oil traceable to plantation (%) <sup>(34)</sup>	89 %

# ANIMAL WELFARE

We share consumer, civil society, government and investor concerns about the health and welfare of farm animals, as sentient beings, and recognize the link between animal welfare and the health of animals raised for food. A number of our products include ingredients that come from farm animals, such as dairy and eggs, and we are working with these supply chain partners to help improve farm animal welfare.

## HIGHLIGHTS

Approximately

**67%**

of our dairy supply was sourced from suppliers following formal animal welfare standards<sup>(9)</sup>

Approximately  
**66%**

of eggs supplied globally were cage-free (excludes Russia, Ukraine and Vietnam)<sup>(8)</sup>

## STRATEGIC APPROACH

### HELPING IMPROVE ANIMAL WELFARE

Our [animal welfare position](#) sets clear expectations with our suppliers and incorporates feedback from external experts to drive regular improvement. To reinforce our expectations in our dairy supply chain, we maintain processes to track and review suppliers. Each year, we carry out a dairy supplier sustainability survey, which gathers the percentage of dairy product covered by formal animal welfare schemes. The survey also captures whether farms are subject to third-party animal welfare audits, which welfare schemes and standards suppliers apply, and if they have a policy for antibiotic use. To gather information about general herd health, the survey asks for the average arithmetic somatic cell count, and indicator of udder health and milk quality in dairy cows.

Animal welfare is linked to the climate impact of dairy farming so our efforts in animal welfare connect to our work in climate.

Read more in [Climate Change](#)

### APPLYING ANIMAL WELFARE BEYOND DAIRY TO CAGE-FREE EGGS

We use eggs as ingredients in a few of our products. We are striving for 100% of our egg supply globally to be cage-free by 2027 (excluding Russia, Ukraine and Vietnam) to have a positive impact on animal welfare while maintaining food safety and quality standards. For Vietnam, our goal is to source 100% cage-free eggs by 2030. As we build demand for cage-free eggs globally, we continue to address supply challenges in multiple regions.

## ACTION PLANS AND PROGRESS

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

### BUILDING CAPABILITY AND DEMAND FOR CAGE-FREE PRACTICES IN SOUTHEAST ASIA

Mondelēz Vietnam continues to develop a robust pipeline of cage-free egg suppliers to support our plants in both the North and South regions, with seven key partners in place by the end of 2024. Despite a challenging supply environment, Vietnam has made significant progress against its cage-free egg sourcing goal. In 2025 we plan to continue partnering with our suppliers to help build their capabilities as we work towards our goal of 100% cage-free sourcing in Vietnam by end of 2030.

Since 2022, we have partnered with Green Connect, an egg supplier that transforms food waste and organic materials into animal feed for their chickens, by supplying food waste from our plants. In 2024, we began sourcing eggs from Green Connect, effectively closing the loop in our circular economy model—from food waste to material supply. We are proud to continue utilizing ~100% cage-free eggs for our Solite Nature Fresh Cakes product.

In partnership with the Humane World for Animals (HWA), formerly Humane Society International, we aim to help drive transformative changes among farmers and policymakers. This collaboration aims to promote a brighter, more humane future for our food systems.

## GOALS AND METRICS

### DAIRY

#### 2024 PROGRESS

Approximately

**67%**

of our dairy supply was sourced from suppliers following formal animal welfare standards<sup>(9)</sup>

### CAGE-FREE EGGS

#### CAGE-FREE EGGS GOAL

**100%**

cage free eggs globally by 2027 (excluding Russia, Ukraine & Vietnam)

#### 2024 PROGRESS

In 2024, approximately

**66%**

of eggs supplied globally were cage-free (excludes Russia, Ukraine and Vietnam)<sup>(8)</sup>

# SUSTAINABLE PACKAGING

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

## FIND OUT MORE ABOUT OUR:

- ➔ [Strategic approach](#)
- ➔ [Action plans and progress](#)
- ➔ [Goals and metrics](#)

## HIGHLIGHTS

Approximately  
**96%**  
Packaging designed to  
be recyclable<sup>(11)</sup>

Approximately  
**(4.6)%**  
Reduction in overall  
virgin plastic (vs. 2020)<sup>(12)</sup>

## STRATEGIC APPROACH

We believe that by improving our packaging and measuring our performance, we can make progress towards our long-term aim of advancing our support for a more circular economy for packaging.

## CIRCULARITY IN PRACTICE

Working to help advance a more circular economy demands infrastructure development, investment, an enabling policy and regulatory environment, and cooperation between multiple stakeholders.

There are many challenges that may impede the advancement of a circular economy for packaging, including a landscape of disconnected national and sub-national policies, the need to transform complex global supply chains, and the sourcing of high cost and limited availability materials.

Collaboration is key to overcoming challenges and achieving progress. We collaborate with many companies and other stakeholders on topics ranging from innovation of more sustainable alternative materials to helping develop enhanced policies, including Extended Producer Responsibility (EPR). While impact from collaboration requires time to coordinate and deploy resources across many companies, we continue to make steady progress together.

Demonstrating our commitment to collaboration, in 2024 we continued to co-chair the CGF Plastic Waste Coalition of Action (PWCoA) Taskforce on Flexible plastic packaging, advancing important work to align consumer packaged goods companies on common requirements for flexible paper packaging and principles for effective EPR that includes flexible plastic packaging.

## ACTION PLANS AND PROGRESS

We aim to remove unnecessary packaging and simplify packaging materials across the business. Our three part approach includes:

1. **Reducing Packaging** by aiming to utilize packaging that is lightweight, safe and, where appropriate can be reused or recycled.
2. **Evolving Packaging** involves aiming to design our packaging to be recyclable, removing problematic materials, and including recycled plastic, where appropriate, to help reduce packaging waste. Our goal is to use packaging that is designed to be recyclable and continue to use recycled content.
3. **Improving Systems** means supporting the development of infrastructure and capabilities with the aim of being able to collect the packaging we place on the market. We support the implementation of effective policy and EPR schemes. These help enable the development of collection systems of all types of plastic packaging. We are collaborating with other companies, policymakers, investors and other key actors to help advance this work.



Significant progress has been made across the company to integrate our Global Sustainable Packaging Strategy into our local business strategies and roadmaps. In 2024 we continued to work with our local market and brand teams through workshops and training to help advance locally relevant programs for more sustainable packaging.

We believe that cross-functional collaboration is critical to our success and ability to deliver more sustainable solutions for packaging, especially in these areas:

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

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

### 1. REDUCING PACKAGING

We continue to progress towards achieving our 2025 goal of 5% reduction in our use of virgin plastic packaging versus 2020 levels and are set to continue to make progress over the year ahead. As a result of the slowly increasing supply of new materials, such as recycled content for flexible film, as well as successful line trials across a complex network of manufacturing sites we continue to reduce the use of virgin plastic in our packaging. In 2024, we were able to reduce our plastic packaging footprint by approximately (4.6)% versus 2020.<sup>(12)</sup>

For rigid plastic packaging, we are working to offset high category growth and reduce our use of virgin plastic by eliminating packaging and using more recycled content. For example, in 2024 our Southeast Asia Business Unit reduced virgin plastic use by approximately 150 metric tonnes by eliminating plastic trays across our cookie portfolio, including Oreo, Chipsmore and Cosy brands. While we believe we have a strong pipeline of projects for 2025, we anticipate facing challenges in sourcing new materials and overcoming technical challenges to qualify and implement new solutions.

## 2. EVOLVING PACKAGING

We continue to evolve our packaging materials to be more sustainable. In alignment with industry guidelines, we made progress in reducing our use of problematic materials such as PVC & PVDC and converting to recyclable packaging. At the end 2024 approximately 96% of our packaging was designed to be recyclable.<sup>(11)</sup>

We are working across our company to understand local needs, educate suppliers on Mondelēz International requirements, improve industry standards and help amplify impact through cross-industry collaboration. In 2024, we continued to support the advancement and adoption of the CGF's Golden Design Rules, and as members of the Ocean Plastics Leadership Network (OPLN) are helping to influence more sustainable production of chemically recycled flexible plastic.

We also continued to increase our use of recycled plastic. In North America we are converting plastic cookie trays to include up to 50% recycled PET, and our UK & Ireland Business Unit announced that starting from 2025 we will wrap approximately 300 million Cadbury bars in packaging made using up to 80% ISCC+ mass balance certified recycled plastic, reducing virgin plastic use by approximately 600 metric tonnes per year.

We are also converting from plastic packaging to alternative materials, where beneficial. For example, in 2024 Cadbury converted from plastic to paper outerwrap for its Fingers and Animals multipacks, and LU introduced paper packaging for Véritable Petit Beurre, Petit Brun Extra, and LU Thé biscuit multipacks.



## 3. IMPROVING SYSTEMS

To achieve a more circular economy for packaging, we believe that it is critical that the systems and infrastructure exist to collect, sort and recycle packaging waste. As such, we are working with many companies, investors, suppliers policymakers and other critical stakeholders to help improve policy design, help implement enhanced EPR schemes, and invest in new technologies and infrastructure.

In 2024 as members of the Business Coalition for a UN Plastics Treaty and its Policy Working Group we continued to advocate for a legally-binding treaty that helps harmonize global policy. We hope to see progress toward a ratified agreement over the year ahead.

We are also working to help advance the development of enhanced EPR Schemes in various markets around the world. In the US, through our membership of the CGF PWCoA we helped establish the EPR Leadership Forum (ELF) and as founding board members of the Circular Action Alliance are working with other companies to help implement effective schemes in Colorado, Oregon and other states.

Finally, through the Circulate Capital Ocean Fund for Latin America and the Caribbean we are helping to advance the development of waste collection and recycling infrastructure, with inaugural investments made in Brazil and Colombia in 2024.

## GOALS AND METRICS

### SUSTAINABLE PACKAGING GOALS

**5%**

recycled plastic content by 2025

**98%**

or more of our packaging designed to be recyclable by 2025

**5%**

reduction in virgin plastic by 2025 (vs. 2020)

**25%**

reduction in virgin rigid plastic by 2025 (vs. 2020)

## SUSTAINABLE PACKAGING

### 2024 PROGRESS

	2024	2023	2022	2021
Packaging designed to be recyclable (%) <sup>(11)</sup>	96 %	96 %	96 %	95 %
Reduction in overall virgin plastic (vs. 2020) (%) <sup>(12)</sup>	(4.6)%	1.7 %	2.9 %	4 %
Reduction in virgin rigid plastic (vs. 2020) (%) <sup>(12)</sup>	1.4 %	10 %	5.4 %	—
5% recycled plastic content by 2025 (%) <sup>(13)</sup>	1.6 %	1.4 %	1 %	0.5 %

An independent third-party was engaged to provide limited assurance of our 2024 performance on plastics and packaging material consumption and targets included in the above chart.

- ① Read our assurance statement in our [ESG Reporting & Disclosure Reporting Archive](#)

### PACKAGING PORTFOLIO<sup>(35)</sup>

#### 2024 PROGRESS

	2024
Corrugated (metric tonnes)	429,400
Paper (metric tonnes)	237,000
Flexible plastics (metric tonnes)	124,500
Rigid plastics (metric tonnes)	53,400
Glass (metric tonnes)	11,200
Other flexibles (metric tonnes)	10,300
Metals (metric tonnes)	10,000
Total weight of packaging (metric tonnes)	875,800

# WASTE

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

## HIGHLIGHTS

Approximately  
**(30)%**

Food waste reduction in Internal manufacturing sites (vs. 2018)<sup>(4)</sup>

Approximately  
**(47)%**

Food waste reduction from distribution (vs. 2018)<sup>(5)</sup>

## STRATEGIC APPROACH

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

At Mondelēz International we have governance procedures in place that help us identify wastage hot spots and focus on the biggest losses incurred during production in our manufacturing locations globally. This enables us to create ever-better process capabilities for reduction of waste.

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

## ACTION PLANS AND PROGRESS

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

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

In 2024, this approach drove down food waste at our manufacturing sites by about (30)% well ahead of our 2025 goal of approximately 15%.<sup>(4)</sup> We also delivered about a (47)% reduction in food waste from distribution, progressing to meet our 2025 goal (against our 2018 baseline).<sup>(5)</sup>

For instance, during 2024 our Claremont plant in Australia achieved an outstanding performance in food waste reduction with multiple improvements in the production lines, such as optimization of the feedstock, segregation, tagging for re-work, automation of manual work and digitalization of waste-tracking generation per shift.

Thanks to these improvements the site reduced more than 1,100 tons of food waste representing approximately 46% food waste reduction against last year.

Our Vitória de Santo Antão plant in Brazil achieved over 440 metric tonnes of food waste reduction driven by multiple process optimization projects that contributed to an improvement in waste reduction.

In Brazil, our Curitiba plant implemented a circular economy project where high-sugar content waste gets upcycled for production of ethanol by third parties. This avoided approximately 840 metric tonnes of waste generation annually.

## STOPPING GOOD FOOD GOING TO WASTE

In 2024, our *Philadelphia* brand continued partnering with the innovative Too Good To Go app to help shoppers in Austria, Germany, Denmark, Finland, Norway, Sweden and Switzerland buy food right before it goes to waste. We identified an opportunity and worked together to help address the uncertainty often caused by the best-before date (BBD), printing the "Often Good After" logo on our packaging.



tgtg-label.com

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

## FUTURE OUTLOOK

At Mondelēz International, we continue our path towards food waste elimination by leveraging our business programs in food waste prevention and reduction with key collaborators.

## GOALS AND METRICS

### WASTE GOALS

**15%**

**50%**

food waste reduction in internal manufacturing sites by 2025 (vs.2018)

food waste reduction from distribution by 2025 (vs. 2018)

### 2024 PROGRESS

	2024	2023	2018
Total waste generated in internal manufacturing sites (metric tonnes) <sup>(4)</sup>	319,000	332,000	383,000
Total food waste generated in internal manufacturing sites (metric tonnes) <sup>(4)</sup>	196,000	207,000	278,000
Food waste reduction in Internal manufacturing sites (vs. 2018) (%) <sup>(4)</sup>	(30)%	(26)%	—
Food waste reduction from distribution (vs. 2018) (%) <sup>(5)</sup>	(47)%	(69)%	—

[Culture & Talent Development](#)[Human Rights in Our Own Workforce](#)[Health & Safety](#)[Human Rights in the Value Chain](#)[Product Quality & Food Safety](#)[Nutrition & Labeling](#)[Marketing Responsibly & Inclusively](#)[Impact & Community Engagement](#)

# PEOPLE



**Culture & Talent Development**

Human Rights in Our Own Workforce

Health &amp; Safety

Human Rights in the Value Chain

Product Quality &amp; Food Safety

Nutrition &amp; Labeling

Marketing Responsibly &amp; Inclusively

Impact &amp; Community Engagement

# CULTURE & TALENT DEVELOPMENT: OUR LEADERSHIP & GROWTH CULTURE

Fueling the organization with the talent needed to achieve our growth ambitions, while creating opportunities for our people, is part of our commitment to Snacking Made Right.

**FIND OUT MORE ABOUT OUR:**

- ➔ [Strategic approach](#)
- ➔ [Action plans and progress](#)

**HIGHLIGHTS**

Approximately

**68%**

Internal Placements

Approximately

**80**

engagement survey score

**STRATEGIC APPROACH**

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

To support this priority, we focus on:

1. Developing a strong pipeline of internal talent.
2. Building future growth capabilities.
3. Promoting a thriving culture of engagement.
4. Fostering impactful feedback that drives performance and career development.

**TALENT PIPELINE**

Maintaining a robust pipeline of talent is crucial to our ongoing success and is a key aspect of succession planning efforts across the organization.

Our leadership and people teams are responsible for attracting and retaining top talent by facilitating an environment where employees feel supported and encouraged in their professional and personal development.

About 68% of our senior level placements are filled internally, demonstrating our commitment to building a strong pipeline of leaders across regions and business units.

Our people managers provide career development guidance and coaching to our employees. We offer easy-to-use technology solutions that managers and employees use for creating development plans, exploring upskilling content, and building career plans.

**FUTURE GROWTH CAPABILITIES**

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

Our capability marketplace, Match & Grow, allows leaders to access skills outside the immediate team by inviting colleagues from other areas of the business to take on “short-term gigs” and to engage in new work experiences. Since 2023, we have provided Match & Grow to over 25,000 employees, an increase of approximately 10,000 employees from prior year. In 2024, we continued to see about 53% of filled gigs provide cross-functional experiences for employees.

**ENGAGED ORGANIZATION**

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

**FOSTERING FEEDBACK**

We have expanded the robustness of our formal Performance Management approach to help employees deliver against our Strategic Plan and organizational priorities.

**PHYSICAL & EMOTIONAL HEALTH & WELL-BEING**

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

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

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

**Culture & Talent Development**

Human Rights in Our Own Workforce

Health &amp; Safety

Human Rights in the Value Chain

Product Quality &amp; Food Safety

Nutrition &amp; Labeling

Marketing Responsibly &amp; Inclusively

Impact &amp; Community Engagement

**ACTION PLANS AND PROGRESS****DEVELOPING OUR TALENT PIPELINE**

Maintaining a robust pipeline of talent is crucial to our ongoing success. We do this through:

- Strategic Talent Review process, which we use to build development plans for critical roles and provide clear internal succession plans for the business. We conduct workshops for leaders to deliver high quality development conversations.
- Leadership development programs that are broad-based, accelerated, and designed to equip managers across the organization to build a winning growth culture.
- For new leaders, our “Essentials” and “Inspire” programs focus on fundamentals, including giving and receiving feedback. For more experienced leaders, our “Elevate” program covers topics such as developing sustainability-focused business strategies. Since 2022, at least 73% of our global leadership workforce have graduated from our leadership programs.
- We provide quality learning content that enables our employees to develop future skills and capabilities to support the growth of our people and our business.
- We continue to improve employee onboarding experiences. Our new Onboarding Portal launched in 2023, and now deployed in more than 40 countries, helps new hires feel engaged, welcomed, connected and informed, while supporting managers with simplified and automated onboarding processes. In 2024, our onboarding surveys produced a high level of satisfaction of 89% by new hires.

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

**OUR GROWTH CULTURE ENABLES OUR LONG-TERM BUSINESS GROWTH STRATEGY**

We have built a workplace culture where we believe everyone can thrive, and we have integrated these practices into our workplace culture and talent recruitment and development systems and processes, contributing to an increase in our overall employee engagement scores from 76 to 80 (2020 compared to 2024). This enhanced employee engagement score of 80, two years in a row, positions Mondelēz International as a top tier company (25th percentile) for driving higher employee engagement and reinforces our strong winning growth culture.

We reached our aspirational goals for increased representation in management and executive leadership by the end of 2024.

Our latest global engagement survey found that:

- Year after year, our employees make their voices heard, demonstrating trust and commitment to shaping our workplace. For the second consecutive year, more than 90% of employees participated in our annual survey.
- Our leaders' dedication on “Taking Action” stands well above market standards, with approximately 8 pts above the market, showing a clear commitment to turning insights into meaningful improvements.
- Our people feel a deep sense of belonging and excitement for the Company's future, driven by a clear understanding of growth plans, career development, and a safe work environment - consistently exceeding global benchmarks.

**FOSTERING IMPACTFUL FEEDBACK**

Performance review expansion: This approach begins with objective setting to help drive accountability and enable our colleagues to see how performance contributes to organizational priorities, and is followed by a mid-year and year end performance discussion. The process includes regular feedback, coaching and one-to-one meetings on a regular basis. This allows managers and employees the opportunity to reflect and openly engage on meaningful work, personal development plans, as well as individual and organizational goals.

**NURTURING HEALTH & WELL-BEING WITH OUR EMPLOYEE BENEFITS**

We are committed to promoting the physical and emotional health and well-being of our colleagues around the world.

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

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

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



Culture &amp; Talent Development

**Human Rights in Our Own Workforce**

Health &amp; Safety

Human Rights in the Value Chain

Product Quality &amp; Food Safety

Nutrition &amp; Labeling

Marketing Responsibly &amp; Inclusively

Impact &amp; Community Engagement

# HUMAN RIGHTS IN OUR OWN WORKFORCE

At Mondelēz International, we are committed to making our snacks the right way including respecting the human rights of people in our value chain, starting with our own workforce.

## FIND OUT MORE ABOUT OUR:

- ➡ [Strategic approach](#)
- ➡ [Policies](#)
- ➡ [Action plans and progress](#)
- ➡ [Goals and metrics](#)

## HIGHLIGHTS

Approximately

# 96%

of our internal manufacturing sites completed a SMETA audit within the past three years.<sup>(14)</sup>

## STRATEGIC APPROACH

Building on our long-standing commitment to treating everyone with care and integrity, we endeavor to respect and promote the human rights of our employees and contractors. We use the UN Guiding Principles on Business and Human Rights (UNGPs) to guide our strategic approach to human rights for our own workforce and beyond.

Our approach follows the key steps of human rights due diligence (HRDD) laid out in the UNGPs:

- We strive to embed human rights into our business practices, policies and governance.
- We have systems in place to identify, assess, mitigate and address potential risks and adverse impacts affecting our own workforce.
- We monitor the implementation of our HRDD programs, track its effectiveness, and continue to enhance our approach.
- We aim to have meaningful engagement with our workforce about our approach, and communicate on our efforts to other stakeholders through this report and our dedicated annual Human Rights Due Diligence Report.

## HUMAN RIGHTS GOVERNANCE

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

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

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

The Human Rights & Environmental Grievance Escalation Committee meets bi-annually and on an ad hoc basis as required, to review potential severe and critical human rights and environmental issues across our value chain, including potential issues affecting our ~90,000 colleagues.<sup>(25)</sup> The committee is made up of senior functional and business unit leaders.

As part of our ongoing due diligence activities, we completed a comprehensive human rights risks assessment of our value chain in 2024. This annual exercise allows us to update our understanding of the potential human rights risk in our own operations and supply chain and help us to prioritize our efforts in the right areas. The risk assessment was completed with expert support from sustainability consultants, twentyfifty, following best practice methodology.

Rising inequalities and poverty are underlying drivers of potential human rights risks. To help address these systemic issues, we aim to pay all our employees a living wage.

## POLICIES

We use the [UNGPs](#) on Business and Human Rights as a guide to prevent and mitigate human rights risks, supporting our commitment to fostering a safe, healthy and sustainable working environment, as detailed in our [Human Rights Policy](#).

The Mondelēz International Code of Conduct ("Code") and our Supplier Code of Conduct is aligned to our Human Rights Policy, which details our expectations and guidelines with respects to our commitments on human rights.

To provide access to potentially affected rights-holders, we use our [Human Rights & Environmental Grievance Management procedure](#), which is supported by our [Integrity Webline and Helpline](#).

- ➡ Find out more about our [Compliance & Integrity Program](#)

## ACTION PLANS AND PROGRESS

### EMBEDDING HUMAN RIGHTS DUE DILIGENCE INTO OUR BUSINESS AS USUAL

We strive to undertake practical, proactive, and ongoing HRDD to identify, mitigate and prevent potential human rights impacts within our own operations, and work with our participants in our supply chain to achieve the same.

Throughout 2024, we continued to embed and further strengthen HRDD as an integral part of our operations. Our teams around the world remain focused on our three-year cycle social audit program. As a result, approximately 96% of our manufacturing plants completed an audit over the past three years.<sup>(14)</sup> In addition, our teams continued their ongoing efforts to address potential audit findings promptly and prevent recurrence.

We expanded our HRDD systems beyond manufacturing to cover our owned warehousing operations in 2024. Partnering with independent auditors, Bureau Veritas to conduct customized social assessments adapted to the warehousing context that builds on our existing customized Quality & Food Safety program.

## CAPABILITY BUILDING

This year we rolled out our Human Rights Check-Ins across our India and South East Asia (SEA) business units. Aiming to go beyond audits, this program seeks to identify potential human rights issues, and further embed a preventative approach. The program also seeks to highlight best practice, reducing the need for Sedex follow-up audits and driving meaningful dialogue at a regional and global level. This approach complements our SMETA audit program by building capability and embedding HRDD in local business unit's business as usual.

With respect to our own operations, both India and SEA demonstrated leading practice in their approach to potential human rights risk mitigation. From utilizing digital systems to effectively track working hours and wages, to conducting preventative site assessments ahead of SMETA audits. The learnings from the program will be shared with other regions.

Culture & Talent Development

### **Human Rights in Our Own Workforce**

Health & Safety

Human Rights in the Value Chain

Product Quality & Food Safety

Nutrition & Labeling

Marketing Responsibly & Inclusively

Impact & Community Engagement

Last year we continued our mandatory human rights training, rolling out an adapted training to the Company's manufacturing and logistics sites based colleagues and contractors, to be delivered in person and in local languages. The human rights module is available in over 30 languages and is intended for all employees.

We also continued to build the capability of our people by delivering human rights training to key functions to support supplier HRDD. This included the Procurement, Licensing and Logistics teams.

### **HEIGHTENED HRDD IN CONFLICT-AFFECTED AREAS**

Our Human Rights Policy applies to all our employees around the world, including in Ukraine, Russia and other conflict-affected areas. We continue our efforts to deploy our Human Rights Policy globally. In 2024, we continued rolling out our dedicated human rights training, raising awareness of the policy with posters in 30+ local languages (including Ukrainian and Russian) in our manufacturing sites, and making our grievance mechanism available via our 24/7 Compliance Line, which can be accessed anonymously by our employees and third parties in Ukrainian and Russian and 30+ local languages.

People Team and Health Safety & Environment (HSE) managers are present on all our sites in Ukraine, Russia and most countries, and help to ensure that everyone is treated with care and integrity, in line with our Code of Conduct and Human Rights Policy. Amidst the complex environment, we continue our efforts to have our plants in Ukraine and Russia complete a SMETA or equivalent social audit with independent third parties. In conflict affected areas where standardized SMETA audits have not been available at a certain time, we have tried alternative options, such as virtual SMETA audits and other customized assessments. Our local People & HSE teams are following up on the findings of these audits and taking corrective action as needed. We also continue to engage third-party human rights experts to advise regarding human rights risks in our global operations.

### **GOALS AND METRICS**

#### **SMETA MANUFACTURING GOAL**

# 100%

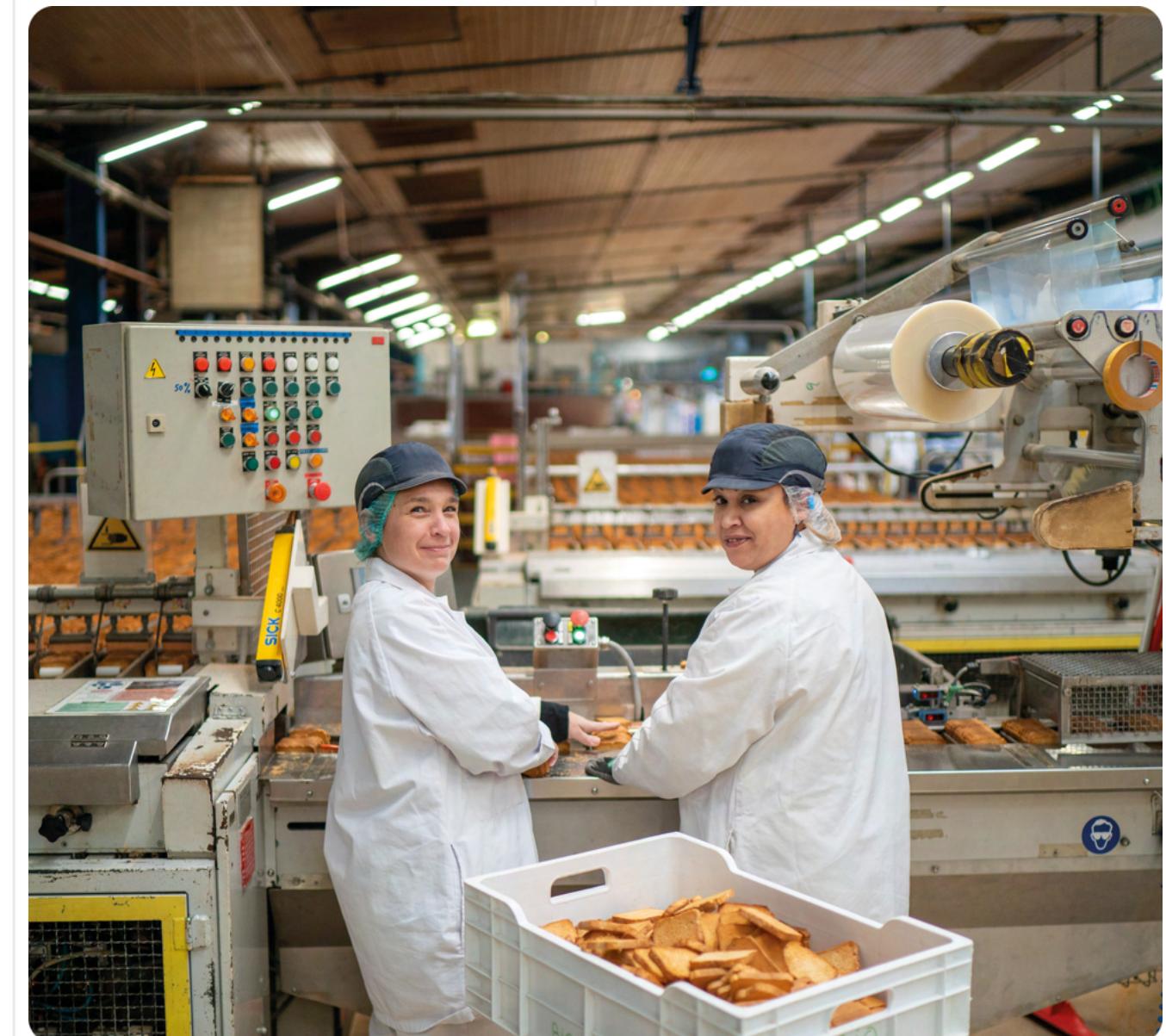
SMETA audit completed in our owned manufacturing sites within the past 3 years

#### **2024 PROGRESS**

2024	2023	2022	2021
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SMETA audit completed in our owned manufacturing sites within the past 3 years (%)<sup>(14)</sup>

96 %	91 %	62 %	-
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Nutrition &amp; Labeling

Marketing Responsibly &amp; Inclusively

Impact &amp; Community Engagement

# HEALTH & SAFETY

We believe in creating a safe and healthy working environment for all employees, contractors, and visitors across our locations. This commitment is reflected in our rigorous risk assessments, ongoing training programs, and adherence to global safety standards.

**FIND OUT MORE ABOUT OUR:**

- ➔ [Strategic approach](#)
- ➔ [Action plans and progress](#)
- ➔ [Goals and metrics](#)

**HIGHLIGHTS**

Approximately

**0.24**Total Incident Rate (TIR)  
(<sup>18</sup>)

Approximately

**0.86**Lost Time Injury Frequency Rate (LTIFR)  
(<sup>36</sup>)**STRATEGIC APPROACH**

Our commitment to health and safety is deeply rooted in our organization, with active support from our CEO and senior leadership team. This commitment extends to fostering an inclusive environment where employees, their representatives, and contractors are actively engaged in shaping our safety journey. We believe in meaningful consultation, so their valuable input drives continued improvement and strengthens our shared dedication to a healthy and safe workplace for everyone.

We are committed to addressing issues related to health, safety and the environment. Part of that effort involves engaging and empowering our colleagues to live safely, both inside and outside the workplace.

**STRIVING TO ENSURE WORKPLACE SAFETY**

Our ambition is to achieve an accident-free workplace. We aim to maintain safe practices, environments, and ways of working for everyone who interacts with Mondelēz International. Our safety guiding principles include creating a safe and healthy work environment for all our employees through a proactive approach that prioritizes exceeding applicable health and safety regulations, investing in our people and facilities, and fostering a strong safety culture.

Our comprehensive Health, Safety, and Environment (HSE) policies, standards, and non-negotiable commitment to continued improvement help us to maintain a culture of safety and compliance throughout Mondelēz International. We implement rigorous risk assessments, utilize tools and metrics to track progress, invest in comprehensive training and communication, and conduct regular HSE assessments to evaluate our performance.

**WORK, PLAY, LIVE, SAFE PROGRAM**

Our "Work, Play, Live, Safe" program promotes a culture of safety for everyone on our sites, encompassing employees, contractors, full-time and part-time staff, and even visitors. We extend this commitment across our locations, including factories, distribution centers, tech centers, and other facilities. By providing guiding principles for everyday actions, we aim to provide safe practices, environments, and ways of working for everyone who interacts with Mondelēz International, including:

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

**BUILDING A CULTURE OF WORKPLACE SAFETY**

- Our commitment is to create a workplace where safety is paramount, reducing risks across four key areas:
  - Occupational Health: Protecting our employees from long-term health issues related to their work environment.
  - Personal Safety: Fostering a culture of safety by implementing safe work practices and standards that prioritize the well-being of every individual.
  - Process Safety: Enhancing the design, management, and control of potentially hazardous processes within our operations.
  - Vehicle Safety: Promoting safe driving practices and improving vehicle-related activities across all functions and operations.

**ACTION PLANS AND PROGRESS****WORKPLACE SAFETY PROGRESS**

Mondelēz International is dedicated to upholding the highest standards of HSE performance across our global sites. Our commitment is reflected in the following key areas:

**OUR INTENT**

- Compliance: We are committed to meeting or exceeding all applicable HSE regulations.
- Continuous Improvement: We strive to continuously improve our HSE footprint through investments in our people, processes, and facilities.
- Interdependent HSE Culture: We cultivate a culture of safety where everyone takes responsibility for their own well-being and the well-being of others. This culture is essential for achieving an accident and occupation illness-free work environment and for protecting our planet.

**OUR ACHIEVEMENT**

**Long-Term Impact:** In 2024, our continued focus on leadership, capability building, and HSE assessments drove improvements across most safety performance indicators. We achieved a Total Incident Rate (TIR) of approximately 0.24 significantly below the global benchmark of 0.5.<sup>(18)</sup> Our Lost Time Injury Frequency Rate (LTIFR) remained consistently low, demonstrating our ongoing commitment to workplace safety.

**Long-Term Impact:** Through dedicated efforts in safety culture and Total Safety initiatives, including emergency preparedness procedures, we have seen a reduction in Total Recordable Incidents across operations over the past 10 years.

Culture &amp; Talent Development

Human Rights in Our Own Workforce

**Health & Safety**

Human Rights in the Value Chain

Product Quality &amp; Food Safety

Nutrition &amp; Labeling

Marketing Responsibly &amp; Inclusively

Impact &amp; Community Engagement

**OUR PRIORITIES FOR 2025**

Despite our positive performance, seek continued improvement and are addressing the following areas in 2025:

**High Severity Incidents:** We are implementing solutions to further improve behaviors, controls, and capabilities across manufacturing and commercial operations to prevent future high severity incidents.

**Priority Standards:** We are intensifying our focus on closing high-risk gaps, enhancing protection and prevention systems to further strengthen our HSE performance.

**M&A Integration:** We are investing in resourcing and capabilities to drive integration of Mondelez International standards and work processes within recently acquired companies.

**Commercial Safety:** We are revising policies and standards to further enhance safety practices in our warehouses, offices, and vehicle fleet operations.

We remain dedicated to making a positive impact on the world and the communities where we do business, to provide a safe and sustainable future for all.

**GOALS AND METRICS****WORKPLACE SAFETY GOAL**

Severity and Total Incident Rate (TIR): Continued focus to reduce Severity 1 safety incidents to zero

**2024 PROGRESS**

	2024
Total Recordable Incidents (#) <sup>(36)</sup>	297
Lost Time Incidents (LTIs) (#) <sup>(36)</sup>	217
Severity 1 Incidents (#) <sup>(36)</sup>	9
Total Incident Rate (TIR) (#) <sup>(18)</sup>	0.24
Lost Time Injury Frequency Rate (LTIFR) (#) <sup>(36)</sup>	0.86



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# HUMAN RIGHTS IN THE VALUE CHAIN

We strive for the human rights of people in our value chain to be respected and promoted, and that the communities where we operate are more resilient.

## FIND OUT MORE ABOUT OUR:

- ➔ [Strategic approach](#)
- ➔ [Policies](#)
- ➔ [Action plans and progress](#)
- ➔ [Goals and metrics](#)

## HIGHLIGHTS

Approximately

**98%**Prioritized supplier sites completed SMETA audit in past 3 years.<sup>(15)</sup>

Approximately

**89%**Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025.<sup>(16)</sup>

## STRATEGIC APPROACH

### HUMAN RIGHTS DUE DILIGENCE

We run HRDD across the value chain and focus on key areas where we believe we can make a greater impact.

Our ambition is to implement robust, risk-based HRDD across our value chain: Each year, [we disclose our actions](#), including progress against these goals, comprehensively and transparently through our annual HRDD report.

### HUMAN RIGHTS RISK ASSESSMENT

Every year we carry out an annual human rights risk assessment across our value chain including tier-1 suppliers and upstream ingredient supply chains. We use the findings from this assessment to prioritize the following year's human rights strategy and programs.

The assessment, run by external consultants twentyfifty, uses a database of international human rights indicators to determine risk levels based on country and sector across a comprehensive list of potential human rights issues.

In 2024, the risk assessment confirmed the continued need to focus on shared salient risks across the food industry including child labor, forced labor, working hours, living wage/income, health and safety, discrimination, freedom of association and collective bargaining, land rights, women's rights, access to water and the impact of climate change.

The findings helped to further prioritize our tier 1 supplier HRDD program, highlighting risks including working hours, discrimination, health and safety, child and forced labor.

The assessment confirmed that cocoa, palm oil, hazelnuts, and sugarcane are top priorities from a potential human rights risk perspective. We continued to address risks in the cocoa supply chain via our signature program Cocoa Life and by working with industry coalitions. We used supplier engagement and industry partnerships to do so in the case of palm oil and hazelnuts. We also began to explore engagement opportunities in the sugarcane supply chain. For instance, became members of Coalition for Responsible Sugarcane India (CRSI).

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

We recognize that rising inequalities and poverty are underlying drivers of human rights risks. To play our part and help address these systemic issues, we aim to help mainstream living wage efforts in the supply chain.

- ➔ Read our most recent [Human Rights Due Diligence Report](#)

## POLICIES

### HUMAN RIGHTS POLICIES

We use the [UNGPs](#) on Business and Human Rights as a guide for preventing and mitigating associated risks, as detailed in our [Human Rights Policy](#)

As part of our supplier agreements our suppliers must acknowledge that they will adhere to our [Supplier Code of Conduct](#). In addition to complying with all laws and regulations, suppliers must comply with Mondelēz International's expectations in terms of Human Rights.

The Mondelēz International Human Rights Policy guides our approach. In line with the California Transparency in Supply Chains Act (SB 657) and the U.K. Modern Slavery Act 2015, our annual Human Rights Due Diligence & Modern Slavery Report provides more detail on our efforts to help make a difference in our operations and those of our suppliers.

## ACTION PLANS AND PROGRESS

### HUMAN RIGHTS DUE DILIGENCE WITHIN OUR TIER-1 SUPPLIER BASE

We work with thousands of suppliers, consultants, and business partners around the world and this work has a direct impact on the communities we serve and live in.

During 2024, we continued our work to improve our tier-1 supplier HRDD program, completing 649 SMETA audits, covering approximately 98% of our prioritized suppliers across our three year cycle.<sup>(15)(21)</sup>

Last year we enhanced the scope of our supplier program to better cover suppliers' manufacturing and logistic sites handling our finished products. To cover warehouses and distribution centers, we rolled out new customized social assessments adapted to cover logistic sites, and expanded the scope of our SMETA program to cover our co-packing and licensing partners in addition to our external manufacturing, ingredient and packaging suppliers.

In 2024, we continued our Mondelēz Europe cross-border road freight initiative to better understand the risks truck drivers are exposed to. This involved a review of our present practices and driver facilities in our own plants and warehouses, as well as partnering with third-party experts to conduct a pilot assessment within our cross-border road transportation carriers' base. This assessment has served as a basis for ongoing engagement with our suppliers on how to improve HRDD throughout the cross-border transport value chain.

To help prevent potential human rights risks we aim to help equip our suppliers to implement HRDD best practices. For example, in the U.S., [we continued our joint efforts with other manufacturers](#) under the umbrella of [AIM-Progress](#) to help build the capability of U.S. suppliers, including external manufacturers, ingredients, packaging suppliers and staffing agencies. In 2024 the resources developed to help prevent child labor and tackle root causes were made available publicly.

- ➔ Read the training and materials on AIM-Progress' [website](#)

## Culture &amp; Talent Development

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## Health &amp; Safety

**Human Rights in the Value Chain**

## Product Quality &amp; Food Safety

## Nutrition &amp; Labeling

## Marketing Responsibly &amp; Inclusively

## Impact &amp; Community Engagement

As Co-Chair of the CGF Human Rights Coalition, in 2024 we partnered with other food manufacturers and retailers through CGF and AIM Progress to help develop the [Converged Human Rights tool and guidance](#), with support from experts at the Fair Labor Association and Proforest. The harmonized tool aims to enable a consistent approach to supplier engagement on Human Rights and Environmental Due Diligence (HREDD). HREDD allows businesses to proactively identify, prevent and address both human rights and environmental risks and impacts. The wide adoption of this aligned methodology aims to help drive efficiency for the sector and maximize positive outcomes along the value chain.

In 2024, as part of our efforts to mainstream living wage in the value chain, we became launch partners of WageMap, a new initiative to drive alignment across living wage methodologies and frameworks. Mondelēz International is supporting efforts to establish a transparent living wage reference standard across geographies. Working with organizations such as Business for Social Responsibility (BSR), the Living Wage Foundation and the WagIndicator Foundation as well as other launch partners, we aim to raise awareness about the importance of living wage and living income as a critical enabler to improve the outcomes for people along the value chain.

In addition to working towards developing a universally accepted Living Wage Reference Standard, WageMap also aims to set up a public dataset of globally comparable, locally specific benchmarks, to support all actors in their living wage work. This next step will support our ambition of having all our strategic suppliers engaged on a living wage roadmap by 2030.

**HRDD IN KEY INGREDIENT SUPPLY CHAINS<sup>(46)</sup>** COCOA SUPPLY CHAIN**Key Human Rights Risks and Systemic Challenges**

In addition to deforestation and climate change challenges, the risk of poverty, low incomes, farm productivity issues, gender inequality and lack of basic infrastructure are root causes for systemic challenges that cocoa farming communities face. To help address these challenges, Mondelēz International applies Cocoa Life's integrated approach focused on developing ways to help make cocoa farming more profitable, help protect and restore forests and help lift local cocoa communities including by helping protect children.

**Cocoa Life's Actions to Support Cocoa Farming Businesses**

As part of Cocoa Life, we believe that profitable farming businesses can lead to more financial resilience. Our integrated approach focuses on helping to grow more profitable cocoa farming businesses for communities to help increase the number of farming households reaching a living income – one that enables a decent standard of living for all members of a household and takes into account essential needs and provision for unexpected events.

Our support includes farmer trainings, incentives and purchasing practices. We work with suppliers and NGOs to help farmers improve cocoa productivity and generate income from additional businesses. By the end of 2024, approximately 178,000 farmers were trained on Good Agricultural Practices to help improve farm productivity and approximately 379,000 community members (men & women) were involved in additional income generating activities to help promote income diversification.<sup>(28)</sup>

We also support Village Savings and Loans Associations (VSLAs), which we believe are key drivers of financial empowerment. As part of a VSLA, people can save money together and take small loans from those savings. In addition to helping strengthen community members' savings culture, financial literacy and management skills, VSLAs help empower women economically; many VSLA participants are women who choose to invest in their own farms and additional businesses, as well as their children's education.

As part of our incentives, we pay loyalty premiums to farmers organizations who then pass it to their members - these amounts are verified by FLOCERT, one of the world's leading social auditing and verification bodies and the global certifier for Fairtrade. To help cocoa farmers plan ahead and understand purchasing expectations, we ask suppliers to inform Cocoa Life registered farmer organizations in advance of the year about the cocoa volumes that can be expected and premiums they will receive. These volumes and premiums are also verified by FLOCERT. With select suppliers, we have started to work towards longer-term planning against premiums and volumes.

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

in spite of macro pressures will need enhanced sector-wide efforts. We continue to engage with partners in producing countries to better understand the situation of and potential risks to farming families. For approximately 10 years, Cocoa Life has worked with independent partners to help measure, track and better understand farmers' incomes from cocoa and other sources in our supply chain. This allows us to help mitigate the challenges and contribute toward solutions. The magnitude of the challenge, however, means going beyond single supply chains. Stabilizing and increasing farming incomes will need a structural approach through collaboration within and outside the cocoa sector, in partnership with NGOs, stakeholders and governments.

**Cocoa Life's Actions to Support Cocoa Communities & Promote Women's Empowerment**

Part of our integrated approach with Cocoa Life specifically focuses on helping to support cocoa communities (communities engaged through implementing partners where farmers registered or participating in the Cocoa Life Program reside), enhancing child protection systems, and improving access to quality education. When a new community joins our program, our NGO partners conduct a community assessment on areas such as community dynamic and needs, as well as potential labor risks, which include child labor. Based on this assessment and with support from our partners, we encourage and support community members to develop a Community Action Plan (CAP). The plan provides a detailed roadmap for community development planning and helps enable communities to advocate for what they need, secure funding and drive positive change. Our partners then help implement a range of activities that address identified issues and take actions to inspire change within Cocoa Life communities.

As part of the Cocoa Life program, we believe that when women rise, cocoa thrives. In cocoa-growing communities, women farmers typically have lower incomes and less access to financing, inputs and land ownership than men. To help address gender inequality, Cocoa Life partners with NGOs that have technical expertise in gender-based issues to help implement women's empowerment initiatives including gender sensitization training, VSLAs and efforts to improve women's access to farming, financial training and income diversification. By the end of 2024, approximately 69% of community members participating in VSLAs were women.<sup>(28)</sup>

**Cocoa Life's Actions To Help Prevent Child Labor**

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

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

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

- Awareness-raising activities about issues related to child protection
- Community Child Protection Committees form an integral part of our CLMRS, building the capacity of communities to help identify, support, and protect vulnerable children
- CLMRS cover farming families in Cocoa Life communities and focus on needed support, with the goal of: (i) identification of children in or at risk of child labor; (ii) remediation for children identified as vulnerable and families identified as at risk of child labor; and (iii) follow-up and monitoring of children who have received support

We scaled the CLMRS to cover 89% of Cocoa Life communities (or 2,480 communities) in West Africa with a CLMRS by the end of 2024,<sup>(46)</sup> to continue progressing towards our goal to cover all West African Cocoa Life communities with a CLMRS by the end of 2025. Through this expanded coverage, 240,000 interviews were conducted by our CLMRS to help prevent child labor.<sup>(43)</sup> In parallel, we continued our efforts to enhance the quality of implementation of our CLMRS.

## Culture &amp; Talent Development

## Human Rights in Our Own Workforce

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## Marketing Responsibly &amp; Inclusively

## Impact &amp; Community Engagement

In the process of scaling CLMRS within communities in Cameroon, Côte d'Ivoire, Ghana, and Nigeria, we have continued to support community-centered activities that may include community sensitization. Community sensitization efforts may include, for instance, training on identification surveys, raising awareness, and building community support, where appropriate. As part of community sensitization, we also have set up and supported Community Child Protection Committees (Ghana and Côte d'Ivoire), as well as household monitoring to help identify child labor and to help with remediation.

In a long-term partnership with the ICI, we continue to look for opportunities to further enhance CLMRS implementation and help develop standards for household monitoring and identification, in line with emerging sector practices. A recent assessment by ICI highlighted strengths of the Cocoa Life CLMRS, such as the child-rights centered approach and the development of Child Protection Committees anchored in farming communities (in Côte d'Ivoire and Ghana). Building on the sector's learnings, the assessment also helped identify ways that could further harmonize and enhance implementation. In 2024, we collaborated with our implementing partners to integrate ICI's recommendations to further enhance our CLMRS, including by setting a monitoring cycle for the communities with the goal that each community is monitored at least every other year. This aims to help accelerate remediation timelines and to further enhance follow-up visits for potential children identified in child labor situations.

**3. Enabling Systemic Solutions:** We focus on collaboration with others to strengthen the systems that help combat the underlying root causes of child labor. Working to enable systemic solutions involves strategic partnerships with local and national governments. It also consists of working in collaboration with other industry partners to amplify funding and contributions to structural change, such as improving access to quality education. This includes:

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

**Collaboration Highlights**

Helping to lift cocoa communities needs a collaborative process of partnership with governments, suppliers, communities, NGO partners, multi-sector partners, and other companies.

**Child Learning and Education Facility (CLEF)**

In Côte d'Ivoire, we are partners in the multistakeholder initiative [Child Learning and Education Facility](#) (CLEF), an active and growing coalition that brings together the Government of Côte d'Ivoire, 16 cocoa and chocolate companies, and two philanthropic foundations with the vision to transform the country's education landscape in cocoa-growing regions. Our partnership goal is to increase access to education in these areas and provide every child with quality education, so we're striving to create a brighter future for over 4 million children. During the first year, key achievements included training of around 7,000 teachers in evidence-based pedagogical techniques and integrating approximately 4,277 out-of school children in remote rural areas, including around 44% girls, in formal schools following an accelerated learning program. Led by the Ivorian government, the initiative offers a potential blueprint for public-private partnerships that can be replicated in other countries. Inspired by this groundbreaking landscape-wide initiative in Côte d'Ivoire, we support the development of a similar initiative in Ghana.

**Memorandum of Understanding With Côte d'Ivoire's Ministry of Women, Family, & Children**

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

**Opportunities for Entrepreneurship Pathways in Cocoa (OP-EN)**

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

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

**PALM OIL SUPPLY CHAIN****Key Human Rights Risks and Systemic Challenges**

Our 2024 annual comprehensive human rights risks assessment of our value chain found that forced labor, living income and land rights continue to be shared salient human rights risks for the palm oil supply chain across the food industry.

**Actions To Help Improve Working Conditions**

Research has shown, including the Fair Labor Association report, that forced labor is a risk in Malaysia's palm oil sector. In line with our sourcing principles, our POAP requires our suppliers to respect the human rights of all workers, including migrant workers, within their operations and supply chains. It also requires them to embed the CGF's Priority Industry Principles against Forced Labor in their operations and in their engagement with third-party suppliers.

Smallholder farmers play an important role in the palm oil supply chain and are estimated to represent approximately 40% of palm oil production across Indonesia and Malaysia. To help support their livelihoods while preserving local ecosystems, Mondelēz International supports landscape initiatives in Indonesia including the Coalition for Sustainable Livelihoods (CSL), of which we are a founding member.

**Actions to Help Address Land Rights Issues**

We firmly believe in Free Prior and Informed Consent (FPIC) for expansion of industrial agriculture. We also believe in the resolution of disputes through peaceful means that promote dignity and respect the human rights of Indigenous people and local communities. As laid out in our POAP, we expect our suppliers to share these beliefs.

When suppliers or civil society organizations raise issues related to land rights, we follow our grievance procedure to process, manage and respond to them. It is our practice to investigate and address each situation, which may include engagement with direct suppliers, time-bound action plans, suspension and engagement, or monitoring and engagement. We work on this issue with retailers and other companies across the food industry through the [CGF Task Force on Indigenous People & Local Community](#).

and with the broader sector through the [Palm Oil Collaboration Group Social Issues Working Group](#).

We also have taken actions to help support the palm sector transition on human rights in Indonesia. Since 2024, we have been part of a project "Respecting Indigenous Peoples and Local Communities Rights Affected by Agricultural Production in Indonesia" aimed at supporting collective action to help address some of the root causes of land rights issues in Indonesia. In the first phase of the project, national level interviews were conducted with key stakeholders (civil society, government, companies, etc.) and recommendations were developed for companies and other stakeholders to help improve respect for the land rights of indigenous peoples and local communities. The second phase of the project will be carried out in 2025, aiming to identify and help build bottom-up solutions for certain land rights issues in the Aceh province, where the Leuser Ecosystem lies, as well as helping train local stakeholders on land rights and conflict mediation.

**Collaboration Highlights**

As part of the CGF HRC, we collaborate with stakeholders and companies in the food industry to help detect, investigate and address human rights risks within the palm oil supply chain.

In the palm oil sector we continued work between the CGF HRC and CGF FPC to help develop a best practice note for consumer goods companies aiming to better protect human rights defenders. This work includes consultation with international NGOs advocating for the rights of human rights defenders and indigenous peoples.

To support the mainstreaming of robust due diligence practices, we have joined forces with retailers and other companies across the food industry in the CGF's [People Positive Palm Project](#) (P3 Project). The project aims to foster collective action and advocacy on key issues – including understanding, addressing and preventing recruitment fees – with support from the Remedy Project, Fair Labor Association (FLA) and the International Organization for Migration (IOM).

In 2024 the project ran two training sessions for Malaysian suppliers, as well as training ~40 private recruitment agencies to help build capacity to prevent forced labor risks and equip suppliers and recruitment agencies with responsible recruitment best practices.

## Culture &amp; Talent Development

## Human Rights in Our Own Workforce

## Health &amp; Safety

**Human Rights in the Value Chain**

## Product Quality &amp; Food Safety

## Nutrition &amp; Labeling

## Marketing Responsibly &amp; Inclusively

## Impact &amp; Community Engagement

The project brings together key actors from the Malaysian palm oil sector and is reinforced by joint advocacy toward stakeholders, including the Malaysian Government. In 2024 we attended one in-person event in Malaysia to engage with political stakeholders. This event was hosted by CGF in partnership with lead organizations IHGB-LGRR and MyVoice, and other companies. The meeting brought together government representatives from Malaysia to discuss safe and efficient recruitment processes for migrant workers.

 **HAZELNUT SUPPLY CHAIN**
**Key Human Rights and Systemic Challenges**

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

**Actions To Help Prevent Child & Forced Labor**

We source most of our hazelnuts from Turkey. To address potential human rights risks in that supply chain we have joined forces with other companies in the food industry, via [a multistakeholder program](#) coordinated by the Association of Chocolate, Biscuit and Confectionery Industries of Europe (CAOBISCO) in partnership with the International Labour Organization (ILO).

We continued our support for this public-private partnership in 2024, which we co-chair, with implementation driven by ILO, NGO Pikolo and both local and national government. The program focuses on three pillars of action to tackle potential child labor risks: direct intervention, capacity building and awareness raising.

2024 saw the establishment of a dedicated hazelnut platform within CAOBISCO. The platform will aim to improve Turkish suppliers' HREDD management systems and to increase engagement with stakeholders on the responsible of hazelnuts.

**Collaboration Highlights**

The CAOBISCO-ILO program continued to provide safe spaces and educational opportunities for the children of workers during harvest season.

In 2024, the initiative also provided children with educational services and other cultural activities, including English classes and lessons on children's rights. Children received stationery, clothing, nutritional support and access to shuttle services. Additionally children were identified to receive counselling on educational opportunities university exams, career opportunities, children's rights and early marriages in the winter time.

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

 **SUGARCANE SUPPLY CHAIN**
**Key Human Rights Challenges and Further Plans to Develop Approach**

We have identified sugarcane as one of the top priorities for Mondelēz International from a potential human rights risk perspective. In 2024, we initiated work to develop a more comprehensive HRDD approach for our sugarcane supply chain. This initiative complements our existing global due diligence efforts, with implementation expected to begin throughout 2025.

**Collaboration Highlights**

In December 2024, we joined the [Coalition for Responsible Sugarcane India \(CSRI\)](#), a new initiative aiming to bring together brands, civil society and relevant sugarcane stakeholders to embed sustainable practices and respect for human rights across the sugar value chain in India. CSRI's mission is to drive systemic change through dialogue and evidence-based actions. The coalition aims to pilot and scale innovative measures in the interface of business and human rights, including gender and other sustainability issues.

**GOALS AND METRICS****SEDEX MEMBERS ETHICAL TRADE AUDIT****SMETA SUPPLIER SITE GOAL**

**~100%** prioritized supplier sites completed SMETA audit in past 3 years

**2024 PROGRESS, SMETA**

	2024	2023	2022
Prioritized supplier sites completed SMETA audit in past 3 years (%) <sup>(15)</sup>	98 %	90 %	87 %
Tier 1 SMETA suppliers audited (#) <sup>(21)</sup>	649	—	—

**COCOA LIFE & CHILD LABOR MONITORING & REMEDIATION SYSTEMS****CLMRS GOAL**

**100%**

Cocoa Life communities in West Africa by 2025 (Ghana, Côte d'Ivoire, Nigeria or Cameroon) are covered by a Child Labor Monitoring & Remediation System (CLMRS)<sup>(16)</sup>

**2024 PROGRESS**

	2024
Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 (%) <sup>(16)</sup>	89 %
Cocoa communities impacted (#) <sup>(29)</sup>	3,200
Community members involved in additional Income Generating Activities (#) <sup>(28)</sup>	379,000
Community members participating in Village Savings and Loan Associations (VSLAs) (#) <sup>(28)</sup>	411,000
Village Savings and Loan Associations (VSLAs) operational (#) <sup>(28)</sup>	6,200

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# PRODUCT QUALITY & FOOD SAFETY

Food safety is our top priority. Our scientists design safety into our products, using a science-based approach, so that consumers can have confidence and trust in our brands. We invest in regular training for our employees to ingrain food safety standards in our culture. By championing global food safety, we aim to raise standards worldwide to help safeguard the well-being of consumers.

## HIGHLIGHTS

Approximately

**100%**Internal manufacturing certified GFSI, maintained for four years.<sup>(37)</sup>

Approximately

**13,000**

Employee training on food quality &amp; safety, representing a four year high.

## STRATEGIC APPROACH

We strive to make sure our snacks are made safely, responsibly and mindfully. It's how our consumers can feel confident that the snacks they consume and enjoy are safe and high quality.

### MAINTAINING HIGH STANDARDS

#### CONSUMER SAFETY BY DESIGN

We design consumer safety into our products right from the outset so they are safe for consumption. To do so, we use a comprehensive quality management system to set standards that help support the integrity of our snacks and their ingredients. This includes advanced, science-based risk identification and management processes that help us assess and control factors that could potentially compromise processes and finished products, covering ingredients and packaging alike.

Our management standards covering raw materials, processes and end products are designed to be high quality. And our food safety systems are based on the internationally recognized and recommended Hazard Analysis and Critical Control Point system.

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

#### GLOBAL FOOD SAFETY SCIENTISTS

Many of our food safety scientists are subject matter experts on the boards of global standard-setting organizations such as the Food Allergy Research and Resource Program (FARRP), European Hygienic Engineering and Design Group and the Global Food Safety Initiative (GFSI).

#### CHAMPIONING GLOBAL FOOD SAFETY

We are proud to be part of the GFSI as it continues to benchmark and raise food safety standards around the world. Since joining the GFSI in 2006, we have implemented its schemes at our plants and expect our suppliers to do so as well. We promote our participation in GFSI with our stakeholders and across the industry.

We support food safety at the highest level of our organization: Our Chair and Chief Executive Officer is currently co-chair of the Consumer Goods Forum Food Safety Coalition, which helps steward a food safety agenda across the world.

## ACTION PLANS AND PROGRESS

### REGULAR TRAINING AND REVIEWS

Giving ongoing training is an important aspect of embedding our standards into our business. In 2024, we trained approximately 13,000 employees and 3,000 suppliers on food safety and quality topics.<sup>(40)</sup> Auditors of our manufacturing sites and suppliers alike review training records to confirm that relevant training is completed and recorded.

We regularly review our product quality policies based on industry benchmarking and best practices.

 Read more about our [supplier quality expectations](#)



## METRICS

### 2024 PROGRESS

	2024	2023	2022	2021
Internal manufacturing certified GFSI (%) <sup>(37)</sup>	100 %	100 %	100 %	100 %
External manufacturing certified GFSI (%)	98 %	99 %	99 %	97 %
Raw material supplier certified GFSI (%)	99 %	100 %	100 %	100 %
Food contact packaging suppliers certified GFSI (%) <sup>(39)</sup>	94 %	97 %	97 %	98 %



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# NUTRITION & LABELING

Snacking is a universal behavior. Snacking moments can be about nourishment, pleasure, culinary adventure, or the increasingly important pause in our hectic lives.

We recognize that snacking helps support both physical and emotional needs, and that different occasions call for different types of snacks. That's why we believe in the importance of Mindful Snacking.

## FIND OUT MORE ABOUT OUR:

- [Strategic approach](#)
- [Action plans and progress](#)
- [Goals and metrics](#)

## HIGHLIGHTS

Approximately

**8**

billion servings of whole grains through biscuits and baked snacks.<sup>(41)</sup>

Approximately

**23%**

our biscuits and baked snacks contained a minimum 3g of fiber per 100g.<sup>(42)</sup>

## STRATEGIC APPROACH

### MINDFUL SNACKING

Mindful Snacking is about eating with both attention and intention. This approach to snacking fosters enjoyment and satisfaction by being thoughtful about what you choose to eat, why you're eating it, and how it makes you feel. Mondelēz International is dedicated to empowering people to snack mindfully by:

- Offering a wide range of choices tailored to different snacking moments.
- Enhancing the nutrient and ingredient profile of our recipes.
- Providing clear labeling and portion guidance.
- Promoting positive eating behaviors.

## ACTION PLANS AND PROGRESS

### OFFERING OUR CONSUMERS CHOICES

As a leader in snacking, we are always learning more about what people want and need from their snacks and we share these insights in our annual [State of Snacking](#) global trends report. Our 2023 report shows that people are paying more and more attention to how and why they are snacking. In fact, seven in ten surveyed say they are looking for different snacks to meet different needs in their lives.

From morning nourishment and exercise fuel, to afternoon pick-me-ups and small moments of joyful delight, people seek snack options that fit their specific needs. We're continuing to diversify our portfolio with foods designed for these different snacking moments. 2024 examples include:

- *Pacific Bites* in China - savory snacks which feature voluntary "Smart Choice" logo released by Chinese Nutrition Society.
- The Natural Confectionery Company launched a 50% Less Sugar variant in Australia and *Cadbury Brunch* launched a light version in the UK, providing reduced sugar with great taste.

We're also accelerating innovation and pushing the boundaries of what's possible in snacking by identifying and investing in brands, businesses, and technologies via the [SnackFutures](#) corporate venture capital arm of our business.

## ENHANCING OUR RECIPES

We are thoughtful about how we make our snacks, including their nutrient and ingredient profiles. While taste remains important when choosing a snack, we know that 74% of people surveyed in 2024 say they prefer snacks with high quality of nutrition.

For years, we have worked to elevate our recipes with key ingredients, including whole grains, fiber, and essential vitamins and minerals. In fact, today we provide over 8 billion servings of whole grains annually with our products.<sup>(41)</sup> Our iconic brands that contain whole grains include *Triscuit*, *CLIF*, and *belVita*. In 2024, approximately 23% of our biscuits and baked snacks contained a minimum 3g of fiber per 100g.<sup>(42)</sup> Plus, we've incrementally reduced the sugar, sodium, and saturated fat content in our snacks, delivering enhanced versions of our consumers' beloved products.

Notable examples from 2024 include:

- *Ritz Everything* cracker in the US - sodium reduced by ~17%.
- *Cerealitas* in Argentina Oat and cocoa variant - sugars reduced by ~16%, sodium by 10%, saturated fat by ~56%, increased fiber by 37% and protein by ~17%.
- *belVita* baked bars in the UK - Dark choco-hazelnut variant: sugars reduced by ~23%, sodium by ~37%, sat fat by ~29%, Fiber increased by 13%.

Also, as a founding member of the International Food & Beverage Alliance (IFBA), we publicly pledged to reduce sodium in key categories of our portfolio by year end 2025 and 2030 and are proud to share that the percent of volume of our products meeting this pledge is progressing as planned.

## ENCOURAGING PORTIONS

Being mindful about portions can help people personalize their snacking experience and enjoy their favorite treats in a balanced way. According to our State of Snacking 2024 report, 69% of people surveyed look for snacks that are pre-portioned. We are focused on helping our consumers understand portion size at a glance.

Our individually wrapped Mindful Portion packs with less than 200 calories help empower people to right size their snacking experience, while our Mindful Portions labels provide a visual, at-a-glance depiction of one portion and calories per portion. This can help people make more informed snack choices supporting a balanced lifestyle. Unless regulations require alternative elements, our labeling depicts calories (energy) per serving or calories per pack for single serve, individually wrapped snacks.



Our aim is to offer all our snacks in either individually wrapped portions or feature the Mindful Portion label to encourage mindful snacking. In 2024, 84% of our net revenue came from Mindful Portion snacks, +22 percentage points to prior year.<sup>(17)</sup> Brands like Oreo, Cadbury and Milka drove progress with implementation of Mindful Portion labeling. We continue to progress towards achieving our goal of up to 100% by 2025.



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## NUTRITION CLAIMS & LABELING

We believe a uniform, industry-wide approach to food labeling can help consumers make more informed choices and eat mindfully. We support a common approach that fits local market needs and regulations and gives consumers meaningful information at a glance.

In addition to our Mindful Portion labeling, we provide transparent nutrition information on our products to help consumers make decisions they believe are best for them and their families.

Our nutrition claims and labeling are consistent with international standards, including Codex Alimentarius (Codex) and as prescribed by applicable laws and regulations. We endeavor to base our nutrition and health claims on reliable and sound scientific evidence and provide clear nutrition labeling on products, displaying nutrient amounts per serving and/or per 100 grams (depending upon local regulations). Labels usually include the percentage that a nutrient provides of a person's recommended daily intake, such as Daily Value or Dietary Reference Intake. Where space allows and when permitted by law, we include information on eight key nutrients: calories (energy), protein, carbohydrates, sugars, fat, saturated fat, fiber, and sodium.

We also participate in voluntary nutrition labeling initiatives, such as Facts Up Front and SmartLabel in the U.S., and Be Treatwise® in the U.K. and Australia.

We continue to work with a variety of stakeholders to call for harmonized front of pack (FOP) labeling and portion size, as well as explore effective and pragmatic new labeling options for consumers.

## PROMOTING POSITIVE EATING BEHAVIORS

Emerging science tells us that mindful eating leads to more pleasure and satisfaction. In addition to our efforts on Mindful Portions, we strive to further embed mindfulness into our brand experiences and to promote broader awareness of mindful eating through collaborations with health and nutrition professionals.

With marketing and communications efforts, we encourage our consumers to savor the whole eating experience - be present in the moment, enjoy the snack with all the senses, and be aware of hunger and fullness cues. We aim for our marketing and labeling to not only comply with applicable regulations and standards, but also help our consumers eat in a mindful way.



Brand-inspired tips, digital resources and mindful eating education tools are available on [snackmindful.com](http://snackmindful.com) website. On the product packs we highlight ways to enjoy our products, showcasing examples like rituals and pairings that promote mindful consumption, helping consumers to be more aware and present in their snacking moment.

We have also partnered with renowned mindful eating expert, Dr. Susan Albers, Psy.D., to provide consumer-friendly videos that explain how to practice mindful eating and have created an array of [education material](#) on the topic for health professionals to use with their clients.



## TEAM OF NUTRITION AND R&D EXPERTS

Our team of global nutrition experts and food scientists are committed to creating mindful snacking experiences. They drive evidence-based nutrition communications to educate consumers and health professionals, help tailor the nutrition and ingredient profiles of our products for individual markets and consumer needs, and partner with world-leading research universities and institutes, innovative food-tech startups and ingredient suppliers to identify next-generations solutions to discover new ways to enhance our recipes and diversify our portfolio.

## SIX MINDFUL SNACKING TIPS

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

## GOALS AND METRICS

### MINDFUL PORTIONS GOAL

# 100%

Up to 100% of our net revenue through Mindful Portion snacks, those in either individually wrapped mindful portion serving sizes or with mindful portion labeling, by the end of 2025.

### 2024 PROGRESS

Approximately

# 84%

of our net revenue came from Mindful Portion snacks, and we continue to progress towards achieving our 2025 goal.<sup>(17)</sup>

**+22** percentage points to prior year.

In 2024 we provided over

# 8

billion servings of whole grains through biscuits and baked snacks.<sup>(41)</sup>

In 2024, approximately

# 23%

our biscuits and baked snacks contained a minimum 3g of fiber per 100g.<sup>(42)</sup>

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# MARKETING RESPONSIBLY & INCLUSIVELY

We are committed to responsible marketing practices and seek to adhere to strict global standards and policies designed to ensure our advertising is truthful and appropriate, particularly when it comes to children. We collaborate with organizations like the International Food and Beverage Alliance (IFBA) and the World Health Organization (WHO) to promote ethical marketing practices.

## STRATEGIC APPROACH

### MARKETING RESPONSIBLY

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

Our public [Responsible Marketing Position](#) reinforces that our marketing and labeling not only complies with applicable regulations and standards, but also helps our consumers snack right. We have a strong global Marketing to Children Policy that applies to every market where we do business.

### WORKING TOGETHER

As a founding member of the International Food & Beverage Alliance (IFBA), we work with industry to support responsible marketing and have made global commitments to the WHO in the areas of nutrition and responsible food marketing.

IFBA's Global Responsible Marketing Policy, first developed in 2008 in response to the WHO's call to action in the 2004 Global Strategy on Diet, Physical Activity and Health, provides a common standard for advertising and marketing communications. The policy has been developed in partnership with the World Federation of Advertisers (WFA).

We also have external and internal food marketing standards in place that provide additional guidance and are in line with the International Chamber of Commerce (ICC) Code of Advertising and Marketing Communication Practice- updated in 2024 to reflect the technological changes transforming the advertising and marketing sectors- and the ICC Framework for Responsible Food and Beverage Communications.

## GLOBAL MARKETING TO CHILDREN POLICY

Our policy prohibits any advertising where 30% or more of the total viewing audience is under the age of 13. Our approach applies to advertising in TV, print, radio, Internet (both our own websites and third-party websites), digital, advergaming, mobile, word of mouth, DVD/video, streaming media, and in cinemas.

Our communications on packaging and in-store materials are directed to adults, and we have internal guidelines on the use of premiums and on-pack promotions. We also prohibit all in-school marketing in both primary and secondary schools (prior to university level).

Third-party monitoring is periodically conducted to assess compliance with our global IFBA pledge and regional pledges, such as the EU Pledge. In addition, we participate in a number of local pledge programs that rigorously monitor and report on our processes.

 Read more on our [website](#)

## PROMOTING DIGITAL SAFETY

We care about brand safety and have principles across all our digital platforms and media about the environments and contexts in which we advertise. We strive to prioritize digital safety across all our platforms by adhering to brand safety and suitability standards that work to align our advertising in appropriate and relevant contexts. Our efforts extend beyond simple ad placement; we actively collaborate with leading industry partners and our agency partners to refine these standards, so that they evolve with the changing digital landscape. This proactive approach enhances ad suitability and viewability and works to safeguard our brand integrity and reputation, aligning our advertising with content that resonates with our brand's core values and image.

## ACTION PLANS AND PROGRESS

### REGULAR EMPLOYEE TRAINING & REVIEWS

We encourage our employees to complete training on our advertising and marketing policy. Responsible Marketing Training includes a multi-part online training module complete with video, case studies and practice scenario evaluation questions that reinforce truthfulness, responsibility, and substantiation requirements. In addition, training is provided at the local level.

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

### 2024 PROGRESS

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

Our commitment to responsible marketing practices includes monitoring our compliance across TV and digital advertising (third-party websites). As an example, the EU Pledge commissioned Ebiquity, a third-party organization, to carry out independent monitoring to review members practices on food and beverage advertising on TV, print and internet. Ebiquity concluded in 2024, a TV compliance rate for Mondelēz International of 99%. Six sample EU countries were chosen for monitoring: France, Germany, Italy, Netherlands, Romania and Spain. From a digital perspective, ~100 % of our brand websites and social media profiles reviewed were compliant with the EU Pledge commitment.

Our Internal Audit group includes Advertising and Marketing Policy compliance for audit planning and evaluates selected processes and controls related to compliance with marketing-related policies. Key findings are shared with members of the Audit Committee, as appropriate.

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**Impact & Community Engagement**

# IMPACT & COMMUNITY ENGAGEMENT

At Mondelēz International, we strive to make a positive impact in the communities in which we live and work through our philanthropic partnerships, innovative investments, and the volunteering and giving efforts of our colleagues all over the world.

## HIGHLIGHTS

Approximately

**40,000**volunteer hours spent by our people giving of their time, talents and in service to their communities.<sup>(44)</sup>

Approximately

**\$48M**Cash and in-kind donations (USD).<sup>(45)</sup>

## STRATEGIC APPROACH

### HUMANITARIAN AID & DISASTER RELIEF

As a global company, we believe it is important to respond to natural and humanitarian disasters in communities our business touches, and our efforts focus on supporting leading NGOs around the world. Since 2012, the Mondelēz International Foundation has made an annual contribution to the International Federation of the Red Cross and Red Crescent Societies' Disaster Response Emergency Fund. We have similarly donated each year to the American Red Cross' Annual Disaster Giving Program. To amplify our support, we strive to offer local employees matching gift opportunities and provide in-kind donations.

### SUSTAINABLE FUTURES: OUR IMPACT INVESTING PLATFORM

As part of our efforts to drive positive impact and work toward a better future for people and planet, Mondelēz International supports innovations focused on social and environmental solutions that align with our Snacking Made Right mission through our Sustainable Futures impact investment platform, launched in 2020.

Our Sustainable Futures impact investment platform aims to support social entrepreneurs through investing flexible catalytic capital to seed, grow and scale systemic solutions that aim to address challenges like climate change and packaging circularity, and that help build thriving communities.

### MONDELĒZ CHANGEMAKERS: EMPLOYEE VOLUNTEERING & COMMUNITY ENGAGEMENT



The Mondelēz Changemakers program enables our people to play a direct and impactful role in their communities by creating opportunities for them to give their time, talents, and service.



## ACTION PLANS AND PROGRESS

### SUPPORTING FLOOD RELIEF IN BRAZIL

In spring 2024, the Brazilian state of Rio Grande do Sul faced severe storms and floods, which devastated the affected communities and impacted many of our colleagues. Our local business, along with its employees and the Mondelēz International Foundation, sprang into action with in-kind and goods donations; emotional support and financial aid for colleagues; an internal donation campaign paired with a match of employee gifts to the International Federation of the Red Cross and Red Crescent Societies; and volunteer efforts.

### HUMANITARIAN SUPPORT IN UKRAINE

In 2022, we pledged \$15M to support humanitarian relief in Ukraine. In 2024, we continued contributing to fulfilling that commitment by supporting an established local NGO with a country-wide infrastructure, Charity Fund Blagomay. Blagomay's efforts focus on providing supplies and equipment to healthcare facilities, schools, and orphanages near where we have manufacturing operations. To date, in coordination with our Foundation, we have provided \$11.5M in humanitarian support to Ukrainian relief efforts.

### IMPACT INVESTMENTS IN 2024

To date, we have seen encouraging results from the portfolio companies we support through our Sustainable Futures impact investment platform, and have further expanded our portfolio in 2024:

**Ziro** - (Colombia) provides small merchants with affordable inventory financing, enabling them to better maintain consistent stock levels, increase sales, and build financial stability. With a projected reach of 100,000 small merchants over the next three years, Ziro is working to level the playing field, by helping small businesses have the financial tools they require to grow sustainably.

**eAgronom** - (Estonia) supports the transition to regenerative agriculture by helping farmers improve soil health, reduce carbon emissions and enhancing financial resilience through sustainable practices. With over 1 million hectares already under sustainable farming practices through its support, eAgronom enables farmers to access carbon credit markets, helping create additional revenue streams while helping strengthen their ability to adapt to climate-related challenges.

## INVESTING IN OUR SWEET HOME CHICAGO

We are proud to call Chicago home to our Global Headquarters. In 2024, we expanded upon our \$1M commitment over 5 years to the West and South sides of the city, near where our office and our biscuit bakery are located. We added Urban Rivers, an environmental non-profit organization focused on turning urban waterways into accessible wildlife sanctuaries, to our community partner roster, which already included The Hatchery and the Chicago Botanic Garden's Windy City Harvest program. Partnering with these organizations enhances support of our vision of helping to build an economically, nutritionally, and environmentally thriving community. Our Chicago headquarter employees volunteered their time on several activities, including during our annual Purpose Day in October, to serve as mentors to budding entrepreneurs, collect trash from the Chicago River and more.

### OVER 1,000 MEALS DONATED IN THE UK

A local team in Bournville, home of Cadbury, reached the impressive milestone of collecting and donating a total of 1,045 meals to a food bank in the run-up to the Christmas holiday. Employees from across the Bournville office and manufacturing site were invited to contribute pantry staples and everyday toiletries. This collection marks the largest since the site began partnering with the local food bank in 2022.

### MENTORING THE NEXT GENERATION IN MOROCCO

Employee volunteers in Morocco participated in their local signature program, Coaching for the Best, by developing and delivering training programs for disadvantaged youths. The content facilitates the mentees' integration into the working world and offers them internship experience with Mondelēz Morocco. To date, more than 200 young people have benefited from this program.

## METRICS

### 2024 PROGRESS

	2024	2023	2022	2021
Total hours of volunteering (#) <sup>(44)</sup>	40,000	29,000	19,000	15,000
Total number of volunteers (#) <sup>(44)</sup>	9,000	8,000	10,000	4,000
Cash and in-kind donations (USD) <sup>(45)</sup>	\$48M	\$56M	\$54M	\$50M

# GOVERNANCE



**Compliance & Integrity Program**

# COMPLIANCE & INTEGRITY PROGRAM

We are focused on driving compliance with our high standards and robust policies and processes throughout the company and our supply chain.

**FIND OUT MORE ABOUT OUR:**

- ➡ [Strategic approach](#)
- ➡ [Action plans and progress](#)
- ➡ [Metrics](#)

**HIGHLIGHTS**

Approximately  
**43,000**

Colleagues trained via  
web-based compliance  
trainings.

Approximately  
**90**

Live & interactive  
compliance training  
sessions.

**STRATEGIC APPROACH****OUR COMPLIANCE PROGRAM**

Our global Ethics & Compliance program helps guide our employees to adhere to applicable laws and regulations while conducting business around the world. It also emphasizes conduct consistent with our commitment to act with integrity, as well as make ethical decisions for our business, our shareholders, our employees and our consumers, because their trust and confidence is critical to our success.

**COMPLIANCE RISK ASSESSMENTS AND AUDITS****TRAINING-CONTACT-ACTION: MAKING COMPLIANCE AND INTEGRITY PART OF OUR CULTURE**

We have a dedicated Ethics & Compliance Team around the world (including regional Ethics & Compliance leads and subject matter experts) who work with senior management to implement our program. Our Ethics & Compliance Team helps our employees know what is expected of them and how to make the right decisions, especially when faced with difficult or complex situations. Our live and online training programs are deployed to employees on a rotating basis to reinforce core policies. The objective of our training is to help employees understand legal and ethical business practices via periodic global eLearnings (approximately four annually) and other region/market-led training sessions. Our global learning and awareness platform includes:

- Code of Conduct
- Anti-bribery
- Anti-discrimination/harassment
- Fair competition
- Data privacy
- Conflicts of interest & gifts
- Sanctions compliance
- Customs & trade laws
- Anti-money laundering
- Insider trading

New hires are mandated to complete eLearnings across these important topics, which are provided in local languages.

Our global eLearnings target our broad employee base, while live sessions are targeted to risks specifically relevant to employee role and/or geography and are also included for part-time personnel. Code training is mandatory and deployed annually, while other mandatory compliance training programs generally follow a bi-annual cycle. Apart from formal training, we deploy global and local awareness campaigns on a regular basis to keep Compliance and ethical decision making fresh in our employees' minds. These compliance awareness campaigns are intended to supplement our core trainings and respond to our evolving compliance risk landscape.

Internal Audit regularly audits the Company's internal controls and processes in consideration of evolving risks across markets in which we operate.

**CODE OF CONDUCT**

The Mondelēz International [Code of Conduct](#) ("Code") is a key part of our Compliance & Integrity program. It includes a set of employee policies that cover ethical and legal practices for our business. It focuses on the personal responsibility each employee has to conduct business legally and ethically. The Code is available online and has been translated into approximately 20 languages and made accessible to colleagues worldwide. Mondelēz International colleagues are trained on the Code on an annual basis and are required to read, understand and comply with the Code, which they acknowledge in writing.

**ACTION PLANS AND PROGRESS****SPEAKING UP AND BEING HEARD**

We expect and encourage employees to ask questions and raise concerns about business practices when they see something they think might be wrong. There may be times when employees are not comfortable speaking with their supervisors, Ethics & Compliance, Legal or People team contacts, or simply wish to remain anonymous. We have a toll-free, and in some countries a collect call/reverse charge telephone HelpLine and an online version WebLine so our employees can confidentially and, if they wish, anonymously report instances of suspected wrongdoing or ask questions about compliance matters. Our [HelpLine](#) operates in more than 90 countries. Employees can find toll-free numbers and dialing instructions by selecting the country they are calling from on the [Integrity WebLine](#) webpage.

**LISTENING, INVESTIGATING, ACTING**

In 2024, our Ethics & Compliance group received more than 2,900 contacts from around the world through our "Speaking Up" channels. These contacts included questions about our compliance policies and program or matters that we referred to other departments for handling. We received reports of misconduct that required investigation. Some of these matters resulted in disciplinary action, including the separation of people from the Company when appropriate.

**REPORT TO MANAGEMENT AND THE BOARD**

To make sure that senior management and the Board of Directors are aware of any potentially significant matters, our Ethics & Compliance group reports investigations to members of our executive team and the Audit Committee of the Board of Directors.

## Compliance & Integrity Program

### EXTERNAL REPORTS OF WRONGDOING: GRIEVANCE MECHANISM

We use the [Human Rights & Environmental Grievance Management procedure](#) to process, manage and respond to the grievance cases raised to us worldwide. The procedure's objectives are to be fair, impartial, confidential, and action-driven. The procedure applies to own operations and our value chain. Appropriate actions are to be taken to address valid issues in a manner that upholds our commitments to people and planet. People outside of the Company can bring instances of suspected wrongdoing to our attention in four ways:

- By mail: Ethics & Compliance Department  
Mondelēz International  
905 West Fulton Market, Suite 200  
Chicago, IL 60607 USA
- By e-mail: [compliance@mdlz.com](mailto:compliance@mdlz.com)
- Through our Integrity HelpLine: Our Integrity HelpLine is a toll-free and/or reverse charge service operated for Mondelēz International by a third-party. The HelpLine is accessible 24 hours a day, every day, and language interpreters are available. These toll-free numbers and dialing instructions can be found on the Integrity WebLine page.
- Through our Integrity WebLine: Our Integrity WebLine is an online version of the HelpLine. It is operated by a third-party for Mondelēz International and is accessible 24 hours a day.

↗ Read more about the Integrity WebLine on [www.mdlzethics.com](http://www.mdlzethics.com)

### METRICS

In 2024, we continued to provide compliance training to many colleagues across the business:

#### 2024 COMPLIANCE PROGRESS

Approximately

**43,000**

Colleagues trained via web-based compliance training (#)

Approximately

**90**

Live & interactive compliance training sessions (#)

Approximately

**2,900**

Total contacts to the Ethics & Compliance Team reporting channels (#)



# ABOUT THIS REPORT



# PROGRESS DASHBOARD

We aim to regularly and transparently report our progress. You can find additional details on our goals within the [Endnotes](#) section.

PRIORITIES AND FOCUS	OUR AIM	2024 PERFORMANCE
<b>PLANET</b>	<b>CLIMATE</b>	35% end-to-end CO <sub>2e</sub> emissions reduction by 2030 (vs. 2018) <sup>(1)</sup>
		10% CO <sub>2e</sub> emissions reductions across our manufacturing operations by 2025 (vs. 2018) <sup>(2)</sup>
		10% absolute water usage reduction in priority sites by 2025 (vs. 2018) <sup>(3)</sup>
		15% food waste reduction in internal manufacturing sites by 2025 (vs. 2018) <sup>(4)</sup>
		50% food waste reduction from distribution by 2025 (vs. 2018) <sup>(5)</sup>
	<b>MORE SUSTAINABLE INGREDIENTS</b>	100% cocoa volume for chocolate brands sourced through Cocoa Life by 2025 <sup>(6)</sup>
		Maintain 100% palm oil volume Roundtable on Sustainable Palm Oil (RSPO) certified <sup>(7)</sup>
		100% cage free eggs globally by 2027 (excluding Russia, Ukraine & Vietnam) <sup>(8)</sup>
		Dairy supply sourced from suppliers with formal animal welfare standards <sup>(9)</sup>
		100% wheat volume needed for Europe business biscuits production grown under the Harmony charter by 2022 <sup>(10)</sup>
<b>PEOPLE</b>	<b>SOCIAL IMPACT</b>	Approximately 98% or more of our packaging designed to be recyclable by 2025 <sup>(11)</sup>
		5% reduction in virgin plastic by 2025 (vs. 2020) <sup>(12)</sup>
		25% reduction in rigid virgin plastic by 2025 (vs. 2020) <sup>(12)</sup>
	<b>CONSUMER/MINDFUL SNACKING</b>	5% recycled plastic content by 2025 <sup>(13)</sup>
		100% manufacturing sites completed SMETA audit within the past 3 years <sup>(14)</sup>
	<b>COLLEAGUE WELL-BEING</b>	100% prioritized supplier sites completed SMETA audit in past 3 years <sup>(15)</sup>
		Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 <sup>(16)</sup>
	<b>WORKPLACE CULTURE &amp; SUPPLIER COLLABORATION</b>	Up to 100% of our net revenue through Mindful Portion Snacks, those in either individually wrapped mindful portion serving sizes or with mindful portion labeling <sup>(17)</sup>
		Severity and Total Incident Rate (TIR): Continued focus to reduce Severity 1 safety incidents to zero <sup>(18)</sup>

As used in this Report, parentheses represent negative numbers. A negative number indicates a reduction when reported in connection with a reduction goal.<sup>(46)</sup>

# ENDNOTES

- (1) In the reporting year 2024, our annual GHG emissions were accounted following the GHG Protocol Corporate Standards and using the operational control approach. Reported information following Science Based Targets initiative (SBTi) guidelines for near-term target excludes Capital Goods, Upstream Transportation and Distribution of Raw Materials, Employee Commuting, Downstream Transportation at Customer, and End of Life Treatment. The long-term target excludes these same categories, except for Upstream Transportation and Distribution of Raw Materials and Employee Commuting.  
We have recalculated our base year 2018 and most recent years (2023 and 2024) inventory following the GHG Protocol Corporate Standards. Recent updates incorporate acquisitions Chipita and Ricolino. The footprint includes all acquisitions and divestitures to date except for Eirth. For more details, please see the Carbon Accounting Manual. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.  
In the context of the Science Based Targets initiative (SBTi), an "absolute target" refers to a reduction in total greenhouse gas (GHG) emissions by a specific percentage or amount, measured against a baseline year, rather than a reduction per unit of production or activity.
- (2) Please see the Carbon Accounting Manual for conversion factors applied. Reported information includes all divestitures to date and the following acquisitions (which were not included in previous years): Chipita, Clif bar, Give & Go, Gourmet Foods, Ricolino and Tate's Bake Shop except for Eirth (subject to future data integration). We have recalculated our base year 2018 (where applicable) and most recent years (2023 and 2024). Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (3) Priority sites are defined as sites that are located in a high or extremely high water risk zone defined as of 2021. In 2024 all sites for the following acquisitions were assessed: Chipita, Clif bar, Give & Go, Gourmet Foods, Ricolino and Tate's Bake Shop except for Eirth (subject to future data integration). These sites were assessed using the Aqueduct tool from World Resources Institute and the priority sites identified were included in this metric. We have recalculated our base year 2018 (where applicable) and most recent years (2023 and 2024) for year-over-year comparison. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (4) Reported information includes all divestitures to date and the following acquisitions (which were not included in previous years): Chipita, Clif bar, Give & Go, Gourmet Foods, Ricolino and Tate's Bake Shop except for Eirth (subject to future data integration). We have recalculated our base year 2018 (where applicable) and most recent years 2023 and 2024 for year-over-year comparison. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (5) 2024 actuals includes all acquisitions except North America Ventures, Give & Go and Eirth. The baseline year (2018) has not yet been restated to match such recent acquisitions. We aim to complete re-baselining in 2025. Reported information includes estimation of volume based on cost to ton conversion.
- (6) Goal and reported information for cocoa volume sourced is based on a mass balance approach, which means that the equivalent volume of cocoa needed for the products sold under our chocolate brands is sourced from the Cocoa Life program. Reported information for the period from January 1, 2024 to December 31, 2024 includes volumes from cocoa producing countries Brazil, Côte d'Ivoire, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years). Excludes markets where Mondelēz International does not sell chocolate brands. Excludes organic certified consumer offers for Green & Black's. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (7) This data is based on supplier provided information and utilizes estimation. It excludes palm oil purchased in the form of a component of other material and palm oil procured by third-party external manufacturers and co-packers for use in manufacturing Mondelēz International finished goods.
- (8) Goal and reported information excludes Russia, Ukraine and Vietnam. Russia and Ukraine to be determined, Vietnam by 2030. Cage-free egg goals exclude eggs procured by third-party external manufacturers; co-packers for use in manufacturing Mondelēz International finished goods. The term "egg(s)" means egg(s) produced by hens (female chickens). To account for operational issues, we are updating our goal target year to 2027.
- (9) Excludes materials procured by third-party external manufacturers & co-packers for use in manufacturing Mondelēz International finished goods.
- (10) Goal and reported information for wheat volume sourced under Harmony is based on a controlled blending approach, which means that we aim to have a minimum of 70% of Harmony wheat in our products under our biscuit brands in Europe. For the remaining 30%, equivalent volumes for that portion are grown under the Harmony program but may not be purchased by Mondelēz International.
- (11) 2024 reported information covers the period from December 1, 2023 through November 30, 2024. Our annual reporting cycle for this metric differs from previous years as we migrate to calendar year reporting. Reported information utilizes forward looking volume estimates. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (12) 2024 reported information covers the period from December 1, 2023 through November 30, 2024. Our annual reporting cycle for this metric differs from previous years as we migrate to calendar year reporting. We have recalculated our base year 2020 due to data improvements. We have restated 2023 and 2022 metrics for year-over-year comparison. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (13) 2024 reported information covers the period from December 1, 2023 through November 30, 2024. Our annual reporting cycle for this metric differs from previous years as we migrate to calendar year reporting. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (14) Excludes closed manufacturing sites. Due to ongoing conflict in Russia and Ukraine, alternative social sustainability audits / on-site compliance mechanisms have been applied in those countries.
- (15) Prioritized supplier sites are defined as Tier-1 Direct material supplier sites, and excludes suppliers that are not registered on Sedex, have not yet received a risk score or received a risk score other than High Risk, or have not yet made audit results available to Mondelēz International. Registration and Mondelēz International visibility to applicable supplier sites on Sedex is the responsibility of and provided by suppliers.
- (16) Reported information for the period from January 1, 2024 to December 31, 2024 includes a Cocoa Life community in Ghana, Côte d'Ivoire, Nigeria or Cameroon (which differs from prior years) as covered by CLMRS if child labor sensitization has occurred in the community and one or more household(s) in the community were interviewed and at least seven CLMRS interviews were conducted in the community in total to identify children, if any, in or at risk of child labor, over the last 2 years (January 1, 2023 through December 31, 2024), even if any appropriate remediation and post-remediation follow-up has not yet occurred. CLMRS data is collected by and provided to Mondelēz International by third parties. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (17) Reported information from January 1, 2024 to December 31, 2024 measures the percentage of net revenue that comes from products that are either individually wrapped mindful portion units (<200 calories) or have a mindful portion label/information per stock keeping unit, and includes any products with verified product specifications within biscuits and baked snacks, chocolate, and candy categories, and does not include Halls products, semi-final products not sold to consumers, bulk products for wholesale, beverages, meals, gums, gifting, seasonal or festive products, licensing/royalty revenue, private label products and products with small printable areas.

- (18) 2024 reported information includes data from acquisitions such as Ricolino, Chipita, Clif bar and Give & Go, which differs from previous years. We adjust our goals to better align with reporting requirements and industry best practice, and focus our Health & Safety metrics on Severity (unchanged) and TIR (Total Incident Rate).
- (19) The Company's representation goals are aspirational in nature; Mondelēz International will continue to hire and promote the best qualified candidates through employment practices that are consistent with applicable laws.
- (20) Reported information from January 1, 2024 to December 31, 2024 includes expanded scope of suppliers (which were not included in prior years) and includes the following acquisitions, Clif bar, Chipita, Ricolino, Enjoy Life Foods, Give & Go, Perfect Snacks and Tate's Bake Shop.
- (21) Reported information includes Tier-1 supplier sites connected to Mondelēz International through Sedex that have either completed a full initial, full follow-up, or a periodic audit in the course of 2024.
- (22) Reported information includes wholly owned and majority owned subsidiaries, except our Venezuelan subsidiaries that were deconsolidated in 2015.
- (23) Source: Euromonitor 2024.
- (24) This chart reflects the slate of ten Director nominees for the 2025 Annual Meeting of Shareholders (See Notice of 2025 Annual Meeting of Shareholders and Annual Proxy Statement).
- (25) 2024 reported information as of December 31, 2024.
- (26) Our near-term goal aligns with the latest standards and guidelines including the current SBTi Net Zero Standard (from March 2024) and the current SBTi FLAG (Forest, Land and Agriculture) Guidance (from December 2023) by setting near-term targets in line with limiting warming to 1.5°C.
- (27) Reported information for the period from January 1, 2024 to December 31, 2024 for West Africa includes Côte d'Ivoire, Nigeria and Ghana.
- (28) Reported information for the period from January 1, 2024 to December 31, 2024 covers Brazil, Cameroon, Côte d'Ivoire, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years).
- (29) Reported information for the period from January 1, 2024 to December 31, 2024 covers Brazil, Cameroon, Côte d'Ivoire, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years). Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (30) Reported information for the period from January 1, 2022 to December 31, 2024 covers Brazil, Cameroon, Côte d'Ivoire, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years). This data is provided by third parties. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (31) Reported information includes all divestitures to date and the following acquisitions (which were not included in previous years): Chipita, Clif bar, Give & Go, Gourmet Foods, Ricolino and Tate's Bake Shop except for Eirth (subject to future data integration). We have recalculated our base year 2018 (where applicable) and most recent years (2023 and 2024) for year-over-year comparison. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (32) Regenerative Agriculture is a holistic approach to farming which aims to produce high-quality crops while also restoring the natural rhythm of our surrounding ecosystem.
- (33) Source: Food and Agriculture Organization of the United Nations, Why bees matter, May 2018.
- (34) This data is based on supplier provided information. It excludes palm oil purchased in the form of a component of other material and palm oil procured by third-party external manufacturers & co-packers for use in manufacturing Mondelēz International finished goods.
- (35) 2024 reported information covers the period from December 1, 2023 through November 30, 2024. Our annual reporting cycle for this metric differs from previous years as we migrate to calendar year reporting.
- (36) 2024 reported information includes data from acquisitions such as Ricolino, Chipita, Clif bar and Give & Go, which differs from previous years. We are transitioning to absolute indicator numbers in our disclosures to provide a clearer and more accurate representation of safety performance. In previous years, data was presented as a percentage increase or decrease.
- (37) 2024 reported information includes the following acquisitions Chipita and Gourmet Foods.
- (38) The reported information includes the following acquisitions: Ricolino, Clif bar, Tate's Bake Shop, Perfect Snacks and Chipita.
- (39) The current number now reflects the GFSI change to "low spend" suppliers, and reported information includes the following acquisitions: Ricolino, Clif bar and Chipita.
- (40) The current number and historical years have been updated to only include suppliers.
- (41) Reported information includes products with verified product specifications within biscuits and baked snacks category, and does not include semi-final products not sold to consumers, bulk products for wholesale, licensing/royalty revenue and private label products. Serving definition aligned to the Whole Grains Council where 1 serving of whole grain equals 16 grams of whole grain. Reported information for the period from January 1, 2024 to December 31, 2024 includes Clif bar and Chipita, which were not included in prior years.
- (42) Reported information includes products with verified product specifications within biscuits and baked snacks category, and does not include semi-final products not sold to consumers, bulk products for wholesale, licensing/royalty revenue and private label products. 3g per 100g is a minimum recommended requirement as defined in Codex Alimentarius Guidelines. Reported information for the period from January 1, 2024 to December 31, 2024 includes Clif bar and Chipita, which were not included in prior years.
- (43) Reported information for the period from January 1, 2024 to December 31, 2024 includes the total number of interviews in Ghana, Côte d'Ivoire, Nigeria or Cameroon that were conducted to identify children, if any, in or at risk of child labor, at least once over the last 2 years (January 1, 2023 through December 31, 2024), even if any appropriate remediation and post remediation follow-up has not yet occurred. CLMRS data is collected and provided to Mondelēz International by third parties. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
- (44) 2024 reported information includes Clif bar.
- (45) 2024 reported information includes Clif bar, Chipita, Ricolino and Gourmet Foods and in-kind donation figures generally reflect direct costs (which differs from previous years).
- (46) The content of this page was last updated as of May 5, 2025.

**Mondelēz**  
International