



HUMAN RIGHTS DUE DILIGENCE & MODERN SLAVERY REPORT 2023



Humanitarian Support Our Purpose

ABOUT MONDELÉZ INTERNATIONAL: OUR BUSINESS AND SUPPLY CHAINS

At Mondelez International, we are committed to making our snacks the right way, protecting the planet and respecting the human rights of people in our value chain, using the UN Guiding Principles on Business and Human Rights (“UNGPs”) as a framework for preventing and addressing associated risks. Servitude, forced labor and human trafficking (“modern slavery”) are issues of increasing global concern, affecting many sectors around the world.

Modern slavery is fundamentally unacceptable, and our rejection of modern slavery is a key element of our commitment to respect human rights. We fully endorse and support the principles established in the ILO Conventions No. 138 (Minimum Age Convention) and No. 182 (Worst Forms of Child Labor Convention) and are committed to help combat child labor by following the ILO-IOE Child Labor Guidance Tool for Business of December 15, 2015.

This report sets out steps taken by Mondelez International during the course of 2023 in an effort to prevent, identify and address potential human rights and modern slavery risks in our operations and supply chains. This report covers the business activities of Mondelez International, Inc. and all its subsidiaries¹ (collectively referred to as “Mondelez International”).

The Norwegian subsidiaries of Mondelez International, Mondelez Norge AS and Mondelez Norge Production AS, that are subject to the Norwegian Transparency Act (Åpenhetsloven), adopt this group statement as their due diligence assessment (Aksomhetsvurderinger) for the financial year ending December 31 2023.

SOCIAL SUSTAINABILITY 2023 PROGRESS

~91%

of our manufacturing sites completed a SMETA (Sedex Members Ethical Trade Audit) audit within the past three years ⁽¹⁾

~90%

of our prioritized supplier sites completed a SMETA audit within the past three years ⁽²⁾

~75%

of Cocoa Life communities in West Africa are covered by a Child Labor Monitoring & Remediation System (CLMRS) ⁽³⁾






The UK subsidiaries of Mondelez International, Inc. that are subject to the UK Modern Slavery Act (Mondelez UK Limited, Mondelez UK R&D Limited, Cadbury UK Limited and Mondelez UK Confectionery Production Limited), adopt this group statement as their modern slavery statement for the financial year ending December 31, 2023. The Board of Directors of each of these companies has approved this statement or will have approved this statement by the end of June 2024.

Mondelez Europe GmbH is included in the annual Human Rights Due Diligence & Modern Slavery Reports prepared by its parent company Mondelez International, Inc., which are published [here](#).

In all relevant sections, this report also clarifies how we measure the effectiveness of our due diligence actions through various action plans and indicators.

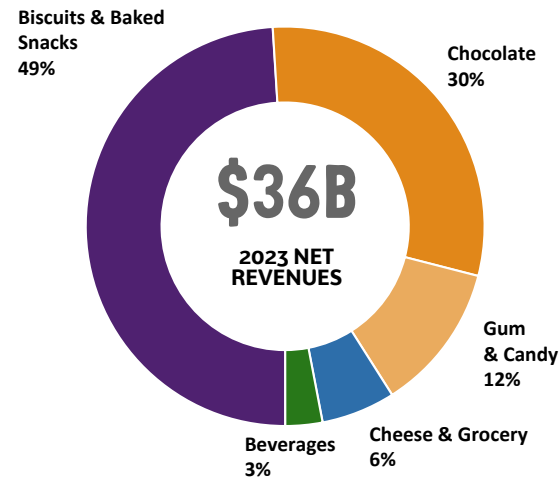
Across the globe, we have a resilient value chain. We touch millions of stores and combine this with state-of-the-art manufacturing. To create our snacks, our business depends on a steady and high-quality supply of agricultural crops including wheat, cocoa, vegetable oils (including palm oil), hazelnuts, sugar, milk and eggs.

MARKET LEADING ACROSS CORE CATEGORY

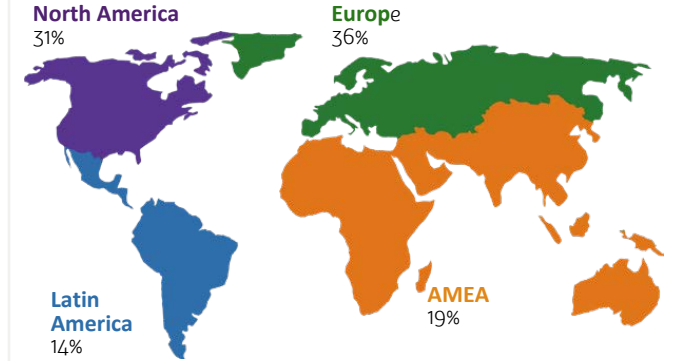
-  Biscuits, Protein/Energy Snack Bars
-  Biscuits, Cakes & Pastries
-  Chocolate
-  Biscuits
-  Chocolate

#1 IN KEY SNACKS MARKETS⁽⁴⁾

NET REVENUES BY CATEGORY



NET REVENUES BY REGION



OUR REACH

We operate in approximately 80 countries.

~91K

Our approximately 91,000 employees bring our brands to life every day by making and baking our delicious products.

150+

Our products are enjoyed in over 150 countries around the world.

Humanitarian Support Our Purpose

HUMANITARIAN SUPPORT

INTERNATIONAL AID

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



Pakistan Flood Relief

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



Morocco Earthquake In-Kind Donation

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

Donation to New Zealand's North Island Flood Relief Efforts

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

Product Donation to People Impacted by Maui Wildfires

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

UKRAINE SUPPORT

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

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

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

With our local partnering NGO, Charity fund Blagomay, we launched a project, "Protecting Childhood," that provided clothes, shoes and other necessities to more than 20,000 children in 2023 deprived of parental care. Together, we have also continued our efforts to improve access to critical healthcare services for thousands of Ukrainians. As part of the \$15 million commitment, we contributed funds to provide medical equipment to 15 Ukrainian hospitals, rehabilitation centers and other health facilities, and provided 17 incubators to hospitals in nine Ukrainian cities.

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

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

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

OUR OPERATIONS IN RUSSIA

There are no easy decisions, but, like other global food and beverage companies, we are continuing to provide food during these challenging times, focusing our operations there on affordable, shelf-stable products that are daily staples for ordinary people.

If we suspended our full operations, we would risk turning over our full operations to another party who could use the full proceeds for their own interests. It would mean cutting off part of the food supply for many families who have no say in the war. It would also create great uncertainty for our colleagues and the farmers who depend on us.

OUR PURPOSE

"Our approach to Snacking Made Right, alongside our long-term growth strategy – represented by the four pillars of growth, execution, culture and sustainability – helps us drive innovative, sustainable business growth. In other words, our vision to lead the future of sustainable snacking and to have a lasting impact on people and communities is closely aligned with our corporate priorities."

Laura Stein

EVP, Corporate & Legal Affairs General Counsel and Corporate Secretary, Mondelez International



WHAT DRIVES US

OUR PURPOSE is to empower people to snack right.

OUR MISSION is to lead the future of snacking by offering the right snack, for the right moment, made the right way.

OUR VALUES guide how we make snacking right. Across Mondelez International, we all strive to:

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

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



OUR SUPPLY CHAINS

Through our flagship programs Cocoa Life & Harmony Wheat, we aim to make a positive impact on the farms, communities and environments where our key ingredients are grown.

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

Christine Montenegro McGrath
SVP, Chief Impact & Sustainability Officer,
Mondelēz International



COCOA SUPPLY CHAIN



We are working towards our 2025 goal to source all the cocoa volumes needed for our chocolate brands, on a mass balance approach, through Cocoa Life. By the end of 2023, approximately 85% of cocoa volume for Mondelēz International chocolate brands was sourced through Cocoa Life. The program is now running in nine cocoa-producing countries, up from seven in 2022: Brazil, Cameroon, Côte d’Ivoire, Dominican Republic, Ecuador, Ghana, Indonesia, India and Nigeria. and already extends to around 243,000 farmers.

WHEAT SUPPLY CHAIN



As one of the world’s largest biscuit bakers, we remain focused on sourcing wheat that is grown more sustainably. We created the Harmony program 16 years ago to help reduce our environmental impact and deliver quality wheat for our biscuits. We are now collaborating with our wheat chain partners in Europe, including more than 1,100 farmers, cooperatives and millers. In 2023, we kick started Harmony Ambition 2030, the next chapter of our longstanding program. Our goal is to grow 100% of the wheat volume needed for our European business biscuits production under our strengthened Harmony Regenerative charter. At the end of 2023 – approximately 99% of the volume of wheat needed to produce our biscuits across our Europe business was grown under the Harmony charter.

PALM OIL SUPPLY CHAIN



We remain focused on sourcing palm oil more sustainably – from protecting human rights to working toward our aim of seeking no deforestation across our primary commodities. Since we account for only about 0.5% of global demand for palm oil, we recognize that we alone cannot advance a more sustainable supply. We therefore participate in a number of global organizations focused on supply chain improvements, including the [Palm Oil Collaboration Group](#) (POCG) and the [Roundtable on Sustainable Palm Oil](#) (RSPO). As a member of the [Consumer Goods Forum](#) (CGF), we also co-chair the Palm Oil Working Group (POWG) of the [Forest Positive Coalition](#) (CGF FPC) and the [Human Rights Coalition](#) (CGF HRC).

HAZELNUT SUPPLY CHAIN



We source most of our hazelnuts from Turkey. To address potential human rights risk in that supply chain, we have joined a multi-stakeholder initiative led by the International Labor Organization (ILO).

POLICIES & GOVERNANCE

In addition to abiding by applicable law and regulations, Mondelez International endeavors to respect all internationally recognized human rights, as relevant to our operations and as set out in the Universal Declaration of Human Rights.

“Anchoring our purpose, mission, and values in prioritizing people is fundamental. Through the adoption of effective policies, we work to deepen our employees’ grasp of our commitment to human rights. Our persistent efforts not only empower our team but also fortify our governance structures, promoting robust due diligence practices.”

Stephanie Lilak
Executive Vice President & Chief People Officer,
Mondelez International



We support the principles concerning fundamental rights set out in the International Labor Organization Core Conventions and the International Bill of Human Rights. Our commitment to this goal is demonstrated by our role as a signatory to the [UN’s Women’s Empowerment Principles](#) and our adoption of the [Consumer Goods Forum’s Forced Labor Priority Industry Principles](#) that every worker should have freedom of movement, no worker should pay for a job, and no worker should be indebted or coerced to work.

We seek to do business with partners who share the same commitment, as laid out in our [Supplier & Partner Code of Conduct](#), which is aligned with our dedicated Human Rights Policy. In addition, our supplier contracts include provisions on our [Corporate Responsibility Expectations](#) including forced and child labor.

OUR WAY OF DOING BUSINESS

Mondelez International is committed to creating a positive impact on the world while driving business performance. With a strong foundation of beloved iconic brands, stakeholder partnerships and purposeful signature programs, we’re well-positioned to lead the future of snacking.

We continue our efforts to drive progress against our core initiatives in sustainable and mindful snacking. Growing our business by making our snacks the right way is at the core of what we do. Authenticity, integrity and transparency guide us in every aspect of our business to create meaningful, lasting impact for all of our stakeholders around the world.

As one of the world’s largest snacking companies, we are confronting some of the largest societal issues of our time. We remain focused on driving longstanding and enduring positive change in the world and in the communities in which we operate.

CODE OF CONDUCT

The Mondelez International Code of Conduct (“Code”) is a key part of our compliance and integrity program. It includes a set of employee policies that cover ethical and legal practices for our business. It focuses on the personal responsibility each employee has to conduct business legally and ethically. The Code is available online and has been translated into more than 30 languages and distributed around the world. Mondelez 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.

COMPREHENSIVE GOVERNANCE STRUCTURE

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

Board Oversight: Our Board Oversees our ESG-related risks, strategy, progress, alignment with purpose, stakeholder interests, and strategic risks and opportunities, including reviewing progress and challenges on evolving our growth culture and our DE&I goals.

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

- **Governance, Membership and Sustainability Committee:** Oversees our ESG policies and programs related to significant corporate citizenship, social responsibility, and public policy issues. These include sustainability and environmental responsibility; food labeling, marketing, and packaging; philanthropic and political activities and contributions; and the Board’s ESG education and capabilities.
- **People and Compensation Committee:** Oversees our DE&I priorities; workplace safety and employee wellness; pay equity; talent sourcing strategies; talent management and development programs; strategic performance indicators for incentive plans. We aim to ensure alignment of pay to performance and incentive plans aligned to shareholder interests. Our Strategic Key Progress Indicators for incentive plans include performance against ESG priorities.
- **Audit Committee:** Oversees our safety priorities, goals and performance, and our ESG-related disclosure and control processes in connection with filings within the U.S. Securities and Exchange Commission (SEC).
- **Management Responsibilities:** Management is Responsible for the day-to-day management and oversight of crucial sustainability programming strategy development, in addition to regular progress reviews.

HUMAN RIGHTS GOVERNANCE STRUCTURE

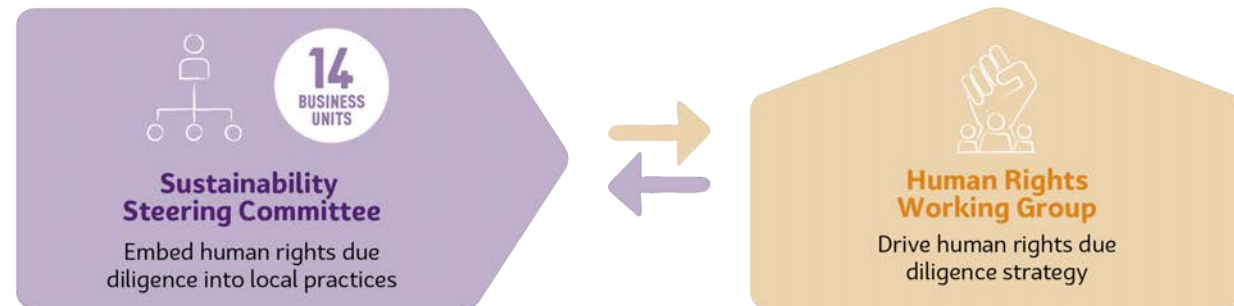
The Mondelez International Human Rights Working Group (HRWG) is a cross-functional team with members drawn from Impact & Sustainability, Human Resources, Compliance, Procurement, and Health & Safety functions. Together, the working group defines the Company’s human rights due diligence strategy and drives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

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

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

LOCAL GOVERNANCE STRUCTURE

In order to embed our human rights due diligence (HRDD) at all levels of the organization and in all relevant functions, our 14 business units around the world have appointed a cross-functional team of leaders, including manufacturing, health & safety, procurement, human resources 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.



DUE DILIGENCE SYSTEMS & ACTIONS TO ADDRESS IDENTIFIED HUMAN RIGHTS RISKS

RISK ASSESSMENT

As part of our ongoing due diligence activities, we completed a comprehensive human rights risks assessment of our value chain in 2023. This annual exercise allows us to update our understanding of the potential human rights risk in our own operations and supply chain and prioritize our efforts in the right areas.

The risk assessment was completed with expert support from sustainability consultants, [twentyfifty](#), following best practice methodology:

- Map value chain footprint and identify relevant rights-holders
- Identify and develop understanding of potential risks across the value chain, using international human rights indicators to determine risk levels based on country and sector across a comprehensive list of potential issues

- Prioritize key risks based on severity to people, and opportunities to address risks
- Inform programs and activities to mitigate and monitor impact

GUIDING OUR EFFORTS

During 2023, based on feedback from an analysis performed in 2022, we focused on cocoa, palm and hazelnuts, addressing risks in the cocoa supply chain via our Cocoa Life program and industry coalitions. And we used supplier engagement and industry partnerships to do so in the case of palm oil and hazelnuts.

HIGH LEVEL SUMMARY OF THE RISK ASSESSMENT

The 2023 risk assessment confirms 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, freedom of association and collective bargaining, land rights, women's rights, access to water and the impact of climate change.



SCOPE	Own operations	Tier 1 of 'direct' materials	Tier 1 suppliers of 'indirect' services	Upstream supply of ingredients (Farm level)
	Employees and contractors across 14 business units and 37 countries	Ingredients, packaging and external manufacturing across more than 70 countries	Including warehousing, transport, facilities management	Eight highest volume ingredients (cocoa, dairy, palm oil, soybean, sugar beet, sugarcane, hazelnuts, wheat) across more than 50 countries
KEY RIGHTS – HOLDERS	Manufacturing workers, contract workers, migrant workers, sales staff and merchandisers	Manufacturing workers, contract workers, migrant workers	Drivers, shipping workers, migrant workers	Farmers, children, women, migrant workers, indigenous communities
SALIENT HUMAN RIGHTS RISKS ⁽⁵⁾	Income and wages Forced labor Child Labor Freedom of association Working hours Health and safety Discrimination	Income and wages Forced labor Child Labor Working hours Discrimination Health and safety	Income and wages Forced labor Health and safety Working hours Discrimination Freedom of association	Income and wages Forced labor Child labor Women's rights Impact of climate change Land rights Access to water

OWN OPERATIONS & TIER 1 SUPPLIERS

2023 PROGRESS	2022	2023
Prioritized supplier sites completed SMETA audit in past 3 years ⁽²⁾	87%	90%
SMETA audit completed in our owned manufacturing sites within the past 3 years ⁽¹⁾	62%	91%

ADDRESSING POTENTIAL MODERN SLAVERY / FORCED LABOR RISKS IN OWN OPERATIONS AND PRIORITIZED SUPPLIERS

For our own operations and prioritized suppliers, we use Sedex’s [SMETA audit protocol](#) to evaluate our internal manufacturing sites and prioritized suppliers sites against a common set of corporate social responsibility standards developed for the consumer goods industry.

The audit requirements are based on the [Ethical Trade Initiative \(ETI\) Base Code](#) and cover risks that are relevant to the manufacturing sector, including child and forced labor, and recognize the vulnerability of migrant and temporary workers to such risks.

Throughout the year, we continued to embed and further strengthen HRDD as an integral part of our operations. Our teams around the world remain focused on our three-year cycle social audit program as we continue to address challenges caused by the COVID-19 pandemic. As a result, they’ve now reached approximately 91% of our manufacturing plants over the past three years ⁽¹⁾. In addition, our teams continued their ongoing efforts to address potential audit findings promptly and prevent recurrence.

To help embed best practice our People Team conducted quarterly Sedex capability workshops to address potential audit findings promptly and help prevent recurrence. These sessions empowered colleagues to evolve their understanding of the SMETA audit protocol, in line with [Sedex’s platform transformation](#) and [SMETA methodology evolution](#).



In 2023, we continued to build the capability of our people, building awareness and understanding of our global employee population to recognize, prevent and address forced labor. Approximately 12,000 colleagues completed our human rights training, around 3,000 of which were manufacturing and logistics sites based. To date, ~40,000 colleagues have completed this module since the launch of our dedicated Human Rights Policy in 2021. The human rights module is available in over thirty languages and is intended for all employees.

We have incorporated this human rights training into our mandatory onboarding trainings for new employees, who can access it online. We also adapted the training for factory-based colleagues, to be delivered in person and in local languages, which will continue rolling out in our snack factories in 2024.

A more advanced module on forced labor prevention is mandatory for colleagues in key stewardship roles (i.e. procurement, human resources, manufacturing site leaders). This module helps build the capability of these key teams to play an active role in identifying and mitigating forced labor risks in our operations and supply chain. To date, this module has been completed by more than ~2,000 colleagues, who have an opportunity to help mitigate potential forced labor risks as part of their day-to-day job activities.

HUMAN RIGHTS DUE DILIGENCE IN CONFLICT-AFFECTED AREAS

Our [Human Rights Policy](#) applies to all our ~91,000 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 2023, among other efforts, 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 managers are present on all our sites in Ukraine, Russia and other countries, and help to ensure that everyone is treated with care and integrity, in line with our Code of Conduct and Human Rights Policy. We continue to engage third-party human rights experts to advise regarding human rights risks, and engaged a third party in 2023 to assess human rights risks in our global operations.



PILOTING HUMAN RIGHTS CHECK-INS

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

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

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

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

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

Jennifer Bonnie

Senior Director, People Lead Middle East, North Africa and Pakistan (MENAP), Mondelez International



Policies & Governance Due Diligence Systems Own Operations & Tier 1 Suppliers

ADDRESSING POTENTIAL MODERN SLAVERY / FORCED LABOR RISKS IN OWN OPERATIONS AND PRIORITIZED SUPPLIERS

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

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

During 2023, we continued our work to improve our tier-1 supplier program, completing approximately 90% of the SMETA audits that make up our three-year cycle covering prioritized suppliers⁽²⁾.

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

"As we advance in our commitment to uphold human rights throughout our value chain, we're now delving into the complexities of cross-border road transportation in Europe. This proactive step aligns with our broader efforts to promote the well-being of everyone involved in our operations, from truck drivers to the communities we serve. By conducting thorough assessments and partnering with experts, we're laying the groundwork for enhanced practices and deeper collaboration with our transportation suppliers in 2024 and beyond."

Thomas Kauffman
 Director, European Transportation & Logistics Control Tower,
 Mondelez International



TAKING ACTION TOGETHER TO HELP COMBAT FORCED AND CHILD LABOR

Tackling complex social issues such as forced and child labor demands a multi-actor approach. As a board member of the CGF, Mondelez International has been a strong supporter of the [Priority Industry Principles against Forced Labor](#). And as an active member of the CGF's Human Rights Coalition, we work collaboratively with consumer goods manufacturing peers and retailers towards a common goal to help eradicate forced labor from the consumer goods sector's value chain.

With this ultimate vision in mind, we helped co-create the coalition's [Maturity Journey Framework for Human Rights Due Diligence](#) (HRDD) Systems focused on Forced Labor. We use this framework to guide our efforts towards our goal to implement robust human rights due diligence across our own operations and supply chain by 2025.



As part of the Coalition, we commissioned third-party human rights experts, [twentyfifty](#), to assess our Brazilian and Mexican warehousing operations in 2022. This study deepened our understanding of potential risks in our own and our suppliers' warehouses. On this basis, in 2023 we partnered with independent auditors [Bureau Veritas](#) to pilot a customized social assessment to be rolled out across the globe in 2024, which is adapted to the warehousing context and builds on our existing customized Quality & Food Safety program.

"Integrating human rights due diligence at all levels of our business highlights our purpose, Snacking Made Right, in action. By promoting and respecting human rights, we're safeguarding the well-being of individuals in our value chain. The customized social assessment is the next step on our journey to do what's right."

Rebecca Bentinck
 Global Social Sustainability Manager,
 Mondelez International




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

To build foundations of understanding, AIM Progress partnered with [Vérité](#) to design and deliver training aimed to support supply chain partners to adhere to applicable labor laws, recruit labor responsibly and minimize risks of forced and child labor.

"To mitigate systemic risks such as child and forced labor, it is key to build the capability of the supplier base. In response to the rising risk in the US, 12 of our members quickly came together to deliver practical trainings to enhance the recruitment practices and risk mitigation of hundreds of their supply chain partners. This kind of pre-competitive collaboration in service of better outcomes for people in the supply chain is what AIM-Progress is all about."

Louise Herring
 Executive Director of AIM-Progress



LIVING WAGE

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

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



COMPLIANCE & INTEGRITY PROGRAM

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

2023 PROGRESS

In 2023, we continued to provide compliance training to many colleagues across the business:

~52,000

Colleagues trained via web-based compliance trainings.

~160

Live & interactive compliance training sessions.

~2,600

Total contacts to the Compliance Team reporting channels.

OUR COMPLIANCE PROGRAM

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

COMPLIANCE RISK ASSESSMENTS AND AUDITS

TRAINING-CONTACT-ACTION – MAKING COMPLIANCE AND INTEGRITY PART OF OUR CULTURE

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

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

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

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

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

SPEAKING UP AND BEING HEARD

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

LISTENING, INVESTIGATING, ACTING

In 2023, our business integrity group received more than 2,600 contacts from around the world through our "Speaking Up" channels. These contacts included questions about our compliance policies and program or matters that we referred to other departments for handling. We received reports of misconduct that required investigation. Some of these matters resulted in disciplinary action, including the separation of people from the Company when appropriate.

REPORT TO MANAGEMENT AND THE BOARD

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

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

WORKPLACE SAFETY

At Mondelez International, we are committed to addressing issues related to health, safety and the environment. An important part of that effort involves engaging and empowering our colleagues to live safely, both inside and outside the workplace.

2023 PROGRESS	2020	2021	2022	2023
Total Recordable Incidents (year-on-year)	(10)%	17 %	(5)%	(35)%
Total Incident Rate (TIR) (year-on-year)	(5)%	17 %	(5)%	(30)%
Lost Time Incidents (LTI) (year-on-year)	(15)%	30 %	(8)%	(18)%
Lost Time Injury Frequency Rate (LTIFR) (year-on-year)	(9.1)%	30 %	(8)%	(25)%
Work-Place Related Total Severity Incidents (year-on-year) (TAR)	—	(21)%	3 %	(23)%
Total Recordable Accidents (year-on-year) ⁽⁶⁾	(28)%	(25)%	(12)%	(12)%
Total Recordable Accidents for Contractors (year-on-year) ⁽⁶⁾	(33)%	(29)%	19 %	(14)%

STRIVING TO ENSURE WORKPLACE SAFETY

Mondelez International is committed to meeting or exceeding applicable Health and Safety regulations, investing in our people and facilities, and maintaining a strong Health and Safety culture in our ambition to achieve an accident-free work environment. We continuously strive to improve work processes, tools and metrics, invest in training and communication, and regularly conduct Health, Safety and Environment (HSE) assessments to evaluate our progress in embedding HSE throughout Mondelez International.

We maintain and consistently reinforce comprehensive HSE policies, standards and our nonnegotiable to support the improvement in compliance and culture.

WORK, PLAY, LIVE, SAFE

Our Work, Play, Live, Safe program encourages safe practices, environments and ways of working through guiding principles for everyday actions:

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

BUILDING A STRONG WORKPLACE SAFETY CULTURE

Our goal is to build a strong safety culture that reduces risks across four key areas:

Occupational Health: Safeguarding our employees against long-term workplace-related health issues.

Personal Safety: Embedding safe work practices and standards that promote the personal safety of every person in our Company.

Process Safety: Improving the design, implementation, management and control of identified hazardous processes within our operations.

Vehicle Safety: Improving driver safety and vehicle-related activities in all of our functions and operations.

WORKPLACE SAFETY PROGRESS

In 2023, our continued focus on leadership, capability building and HSE assessments has driven improvements across most of our safety performance indicators.

Over the past four years, since introducing Severity as a primary metric, we have reduced our Total Severity Incidents by around (23)% and our life altering incidents (Severity 1) by about 72% vs 2022 across our operations.

The global benchmark for a world-class Total Incident Rate (TIR) is 0.5. We continue to perform well below the 0.5 level, ending 2023 with an approximate 0.14 TIR. We also tracked an approximate 0.09 LTIFR level across our operations this year.

Our ongoing focus on Safety culture and Total Safety, including emergency preparedness procedures, has resulted in more than 75% reduction in Total Recordable Incidents across operations over the past 10 years.

2023 was a progressive year, however we unfortunately also experienced some High Severity incidents, Near Misses and Gaps from our HSE Assessments and are prioritizing the following opportunities in 2024:

High Severity Incidents: Implementing solutions to further improve behaviors, controls and capabilities across manufacturing and commercial operations.

Priority Standards: Increasing our focus on high risk gap closure. Improving protection and prevention systems.

M&A Integration: Improving resourcing and capabilities to support the application of Mondelez International standards and work processes.

Commercial Safety: Revising policies and standards to further improve our operations related to warehouses, offices and vehicle fleet.



Advancing Gender Equity Economic Inclusion & Supplier Diversity

DIVERSITY, EQUITY & INCLUSION (DE&I)

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

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

Robert Perkins
Chief Diversity, Equity and Inclusion Officer,
Mondelez International



OUR DE&I STRATEGY

Active & Purposeful DE&I Community

Building a global DE&I community will better inspire, connect and recognize colleagues around the world, and reflect the diverse global needs and perspectives of our consumers and our colleagues.

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



Diversity in Leadership

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

ADVANCING RACIAL EQUITY & EQUALITY

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

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

EQUAL PAY FOR EQUAL WORK

We are committed to equal pay for equal work, regardless of gender, race or ethnicity. To deliver on that commitment, we benchmark and set pay ranges based on market data and factors such as an employee's role and experience, job location and performance. We also regularly review our compensation practices to promote fair and equitable pay.

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

For the third consecutive year, our pay gap between male and female employees was less than 1% in 2023. Additionally, in the U.S., our 2023 pay equity analysis found no systemic issues and no negative pay gap between non-white and white employees performing substantially similar work. For more information read our [2023 Snacking Made Right report](#).

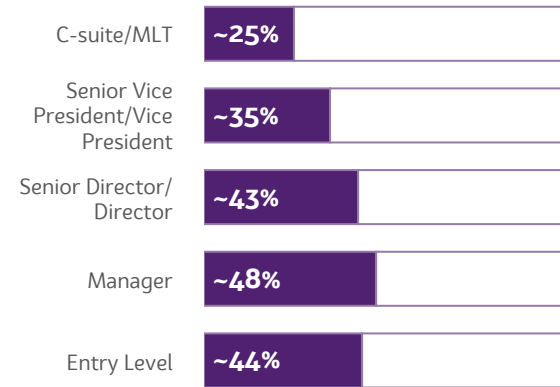


Advancing Gender Equity Economic Inclusion & Supplier Diversity

ADVANCING GENDER EQUITY & EQUALITY

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

2023 WOMEN IN LEADERSHIP ⁽⁷⁾



ADVANCING GENDER EQUALITY AROUND THE WORLD

In April 2013, we signed the [UN Women's Empowerment Principles](#) to express support for advancing equality between women and men. In alignment with the principles, we have aspired to:

- Bring the broadest pool of talent to our endeavors.
- Further our companies' competitiveness.
- Meet our corporate responsibility and sustainability commitments.
- Model behavior within our companies that reflects the society we would like for our employees, fellow citizens and families.
- Encourage economic and social conditions that provide opportunities for women and men, girls and boys.
- Foster more sustainable development.

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

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

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

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



GENDER EQUALITY CERTIFICATION

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

The achievement of this certification is the result of a rigorous audit process conducted simultaneously across all the Italian sites. This process revealed the concrete application of equal standards in both the plants and the offices, underlining the broad adherence to the requirements of the standard and the solid monitoring of the KPIs.

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

BRIDGING THE GENDER GAP IN INDIA

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

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

DRIVING CHANGE IN MIDDLE EAST, NORTH AFRICA, AND PAKISTAN

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

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

Advancing Gender Equity Economic Inclusion & Supplier Diversity

ECONOMIC INCLUSION & SUPPLIER DIVERSITY

2023 PROGRESS		
	2022	2023
Total EISD spend (minority and women owned businesses) ⁽⁸⁾	\$510M	\$880M

OUR ASPIRATION

\$1B

with minority and women owned businesses by 2024⁽⁸⁾

DRIVING A MORE INCLUSIVE SUPPLY CHAIN

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

SPEND WITH PURPOSE

By 2024, we aim to spend \$1 billion globally with minority and women owned businesses. We made great progress in 2023, reaching a total spend of approximately US\$880M with minority and women owned businesses supporting the communities we serve⁽⁸⁾.

PARTNERING WITH DIVERSE SUPPLIERS

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

BUILDING ON SUCCESS

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



MORE SUSTAINABLE SOURCING AT MONDELÉZ INTERNATIONAL

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

Thomas Gaengler
Chief Procurement Officer,
Mondelēz International.



EQUIPPING OUR BUYERS AND SUPPLIERS

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

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

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

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.

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.



EXPANDING TO CAMEROON AND ECUADOR

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

OUR IMPLEMENTING PARTNERS

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

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



UPSTREAM SUPPLY CHAINS

"We have gathered meaningful data confirming our approach is helping to deliver the type of change we're aiming to scale for greater impact. We are actively stepping up using our learnings to expand our approaches. Ingredient sourcing is complex and rapidly evolving at the intersection of land rights, human rights and evolving regulation. Our long-term solutions need to be thoughtful, and flexible to anticipate the changes we're already seeing."

Cathy Pieters
Vice President, Sustainable Ingredients,
Mondelēz International



At Mondelēz International, we have focused our sustainability efforts where we believe we can have the greatest impact. In our raw materials supply chain, our efforts have primarily focused on cocoa and palm oil because this is where we believe that we can make the biggest difference from an environmental and social perspective.

In the cocoa and palm oil supply chains, we have developed approaches to identify potential human rights impacts through our signature [Cocoa Life](#) program and our [Palm Oil Action Plan](#).

In 2023, we completed an assessment of human rights risks of our largest raw materials supply chains by volume and spend. The assessment covered cocoa, dairy, hazelnuts, palm oil, soy, sugar beet, sugarcane and wheat. The assessment ran by external consultants twentyfifty used a database of international human rights indicators to determine risk levels based on country and sector across a comprehensive list of potential issues. The 2023 assessment found that cocoa, palm oil, hazelnuts, and sugarcane are top priorities from a potential human rights risk perspective.

COCOA SUPPLY CHAIN

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

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

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



TACKLING SYSTEMIC CHALLENGES THROUGH AN INTEGRATED APPROACH

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

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

We work with NGOs, suppliers, governments and other partners both in and beyond the cocoa sector to help farmers earn more from their cocoa trees and other crops with the aim to improve farming household livelihoods.

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

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

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

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



OUR COCOA LIFE GOALS

- Invest \$1 billion from 2012 to 2030
- Increase more sustainable cocoa volume at scale
- Source 100% of cocoa volumes for Mondelēz International's chocolate brands through the Cocoa Life program by 2025⁽⁹⁾
- Cover 100% of Cocoa Life communities in West Africa by a Child Labor Monitoring & Remediation System (CLMRS)⁽³⁾

In 2022, Mondelēz International announced an additional USD \$600 million in funding for Cocoa Life through 2030, which would bring the total investment in the program to USD \$1 billion since 2012. We are using the funds to further increase more sustainable cocoa volume at scale. To do this, we are focused on catalyzing sector collaboration to help address systemic environmental and human rights challenges and help improve the livelihoods of cocoa farmers. In 2023, Cocoa Life scaled up the program and reached approximately 243,000 farmers⁽¹⁰⁾.



COCOA SUPPLY CHAIN

ENGAGING WITH SMALLHOLDER FARMERS & THEIR COMMUNITIES

2023 PROGRESS ⁽¹⁾	2023
Farmers trained, coached or having a farm development plan on Good Agricultural Practices to increase yield and protect the environment	225,000
Community members and farmers trained on Good Environmental Practice	498,000
Community members involved in additional Income Generating Activities	360,000
Community members participating in Village Savings and Loan Associations (VSLAs)	374,000
Village Savings and Loan Associations (VSLAs) operational	5,600

Cocoa Life’s integrated approach is designed to promote the human rights of smallholder farmers, as well as the social and economic resilience of cocoa farming communities.

When a new community joins the program, our NGO partners conduct a thorough participatory needs assessment on focus areas including labor risks such as forced and 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.

Based on this plan, and as part of the program’s holistic approach, our partners then implement a range of activities that address the issues identified. We facilitate investments for communities to help shape their future and help ensure that community decisions reflect the diverse and dynamic needs of the people involved. To this end, we encourage and help communities to create and implement Community Action Plans (CAPs). CAPs are key enablers for cocoa farming communities to help take ownership of their own development, advocate for what they need, secure funding to achieve their own priorities and drive change for the better. The development of these plans is facilitated by expert NGO partners.

CAPs are based on needs assessments identifying community needs and development actions. Through CAPs, we are aiming to help to increase farming households’ net income, empower women, improve access to quality education and integrate awareness in Cocoa Life communities.

LIVING INCOME: FOCUSING ON FARMER POVERTY

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

In recent years, the global agricultural and commodities environment faced a number of pressures that were particularly challenging within the cocoa sector. In addition to global economic challenges, major cocoa-producing countries struggled with high inflation and an unprecedented low cocoa crop yield world-wide due to weather and crop disease. Meanwhile, market pressures

continue to impact the effective implementation of some government-led and multi-stakeholder-backed initiatives, including the Living Income Differential, which we support. Making sustained progress in spite of macro pressures will need enhanced sector wide efforts.

We continue to engage with partners in producing countries to better understand the situation of and potential risks to farming families. For approximately 10 years, Cocoa Life has worked with independent partners to help measure, track and better understand farmers’ incomes from cocoa and other sources in our supply chain. This allows us to help mitigate the challenges and contribute toward solutions. We have also conducted research with technical support from François Ruf, agricultural researcher (formerly with CIRAD). The aim was to find ways to improve field level interventions leading to higher adoption rates of good agricultural practices and the effective implementation of farm development plans. We are working to integrate the results into our support package to farmers in the Cocoa Life program.

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

WORKING TOGETHER TO HELP CREATE SOLUTIONS

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

- We have provided training on Good Agricultural Practices (GAP) to around 225,000 farmers through the end of 2023. These trainings aim to improve farm productivity ⁽¹⁾.
- We have implemented a targeted GAP project since 2016 to coach farmers and co-create individually-tailored Farm Development Plans. The program also informs interventions with suppliers and NGOs.
- We encourage income diversification for men and women from additional non-cocoa businesses by:
 - Training community members on cocoa-related enterprises and business management and encouraging additional income generating activities. By the end of 2023,

- we have provided training to approximately 360,000 community members in jobs outside of cocoa growing ⁽¹⁾.
- Encouraging community members to participate in Village Savings & Loan Associations (VSLAs). By the end of 2023, Cocoa Life had helped to establish about 5,600 VSLAs⁽¹⁾, which now serve approximately 374,000 community members ⁽¹⁾.
- We designed and are launching the Opportunity Fund in partnership with CARE.
- We piloted climate risk insurance packages in Ghana and Indonesia in 2023.
- We pay loyalty premiums to farmers organizations who then pass it to their members - these amounts are verified by FLOCERT. To help cocoa farmers plan ahead and understand purchasing expectations, Cocoa Life registered farmer organizations know in advance of the year the cocoa volumes that can be expected and premiums they will receive. These volumes and premiums are verified by FLOCERT. With select suppliers, we have started to work towards longer-term planning against premiums and volumes.

Read more about our efforts in our [2023 Snacking Made Right report](#).



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

Cédric van Cutsem
Senior Director, Cocoa Life,
Mondelēz International



COCOA SUPPLY CHAIN

ACTIONS TAKEN TO HELP PREVENT CHILD AND FORCED LABOR

2023 PROGRESS	2023
Cocoa Life communities in West Africa are covered by a Child Labor Monitoring & Remediation System (CLMRS) ⁽³⁾	~75 %

We aim to help enhance child protection systems and improve access to quality education in Cocoa Life communities by 2030.

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

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

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

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

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

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

As part of community sensitization, we also have set up and supported Community Child Protection Committees (Ghana and Côte d'Ivoire), as well as household monitoring to help identify child labor and to help with remediation. By the end of the year, approximately 75% of Cocoa Life communities (or approximately 2,100 communities) in West Africa were covered with a CLMRS, on track towards our goal to cover all West African Cocoa Life communities with a CLMRS by the end of 2025⁽³⁾.

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

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

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

FOCUS ON COCOA LIFE

Smallholder farmers and their communities are at the heart of our [Cocoa Life](#) program. We aim to involve farmers and their communities in the design of the program's interventions, and seek their input and feedback as we continuously enhance our approach. In 2023 we engaged [International Cocoa Initiative](#) (ICI) to conduct an assessment of our Child Labor Monitoring & Remediation System (CLMRS) in Côte d'Ivoire and Ghana as part of our continuous efforts to enhance how we help to protect children. They interviewed approximately 70 farmers and community members, and held approximately 18 focus groups in smallholder farming communities as part of the process.





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

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

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

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

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

Fabio Segura
Co-CEO at Jacobs Foundation



[Independent reports](#) show a risk of forced labor affecting both adults and children in the West African cocoa supply chain. Research by [Vérité](#) commissioned by the International Cocoa Initiative (ICI), concluded that poverty, price volatility in cocoa, low levels of education, the nature of small-scale farming and limitations in law enforcement are root cause factors that drive forced labor.

According to the International Labor Organization (ILO), ‘Child labor’ refers to work which deprives children of their childhood, their potential and dignity and that is harmful for their physical and mental development. This can include children who are working below the minimum age of employment or are being deprived of their right to mandatory education. We have zero tolerance for the unconditional worst forms of child labor, such as child trafficking and forced child labor, and for the concealment of any slavery-like practices on the part of our partners and suppliers. Where unconditional worst forms of child labor are suspected, we will work through our partners to undertake an investigation, inform law enforcement, and provide support to vulnerable children.

If wrongdoing is confirmed, Mondelez International will implement appropriate consequences for actors involved based on the circumstances of the case. In line with our Supplier & Partner Code of Conduct, when an issue cannot be corrected or a supplier or partner is unwilling to engage, we reserve the right to end our relationship. Consequences may also include exclusion of farmers or communities from further participation in the Cocoa Life program. While we remain committed to engage with and support communities and supply chain actors, we also expect all actors within the supply chain to do their part to end child labor and its worst forms.

In addition, we support the development by ICI of practical tools to identify and mitigate forced labor risks, put in place preventive measures, and allow people in situations of forced labor to raise the alarm and access support. As part of our Cocoa Life activities in Côte d’Ivoire and Ghana, we are using the learnings from these activities to guide our response to forced labor risk and to inform the industry collective action and collaboration with governments to effectively mitigate this risk systemically.



WOMEN'S EMPOWERMENT

We believe that when women rise, cocoa thrives. In cocoa-growing communities, women farmers typically have lower incomes and less access to financing, inputs and land ownership than men.

In October 2018, we published renewed [Women's Empowerment Action Plans](#) for four of our key origins. The action plans show how, in each origin, we empower more women through all areas of our approach – how we help them to run more successful farms; take a more active role in community decision-making; be able to give their children a quality education; make cocoa farming more attractive for young people; become more entrepreneurial; and protect their natural environment.

To address gender inequality, Cocoa Life partners with NGOs that have technical expertise in gender-based issues to implement women's empowerment initiatives. These activities include gender sensitization training, efforts to improve women's access to farming and financial training, and support for Village Savings and Loans Associations. VSLAs can be an important tool for encouraging women's financial empowerment. By the end of 2023, 71% of community members participating in VSLAs were women.

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

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

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

Helen McEachern
Chief Executive Officer,
CARE International UK



CARE OPPORTUNITY FUND: UNLOCKING FEMALE ENTREPRENEURSHIP

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

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

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

DRIVING CLIMATE PROGRESS WITH A FOCUS ON GENDER EQUITY

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

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



PALM OIL SUPPLY CHAIN



TRANSITIONING TO MORE SUSTAINABLE PALM OIL

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

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

SECTOR-WIDE COLLABORATION

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

HUMAN RIGHTS COALITION

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

ADDRESSING RISKS OF MODERN SLAVERY / FORCED LABOR

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

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

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

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

"Across our key ingredients 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."

Andi Sitti Asmayanti
 Director Sustainability SEA, Global Sustainability Ingredients and Cocoa Life, Mondelez International



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

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



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.

LIVING INCOME

Smallholder farmers play an important role in the palm oil supply chain and are estimated to represent about 40% of palm oil production across Indonesia and Malaysia. To help support their livelihoods while preserving local ecosystems, Mondelez International supports landscape initiatives in Indonesia including the [Coalition for Sustainable Livelihoods \(CSL\)](#), of which we are a founding member. Led by Conservation International, CSL targets an area where smallholders and surrounding communities face challenges such as low crop yields and environmental degradation in the North Sumatra and Aceh regions. The jurisdictional initiative brings together a wide group of stakeholders to collectively achieve common objectives for smallholder livelihoods, sustainable agricultural production and forest conservation.

To further promote such landscape initiatives, we co-chair the CGF FPC Production Landscapes working group, in collaboration with peers and retailers. Read more about our activities in palm oil [here](#).

HAZELNUT SUPPLY CHAIN

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

COLLABORATION WITH KEY SUPPLIER TO HELP ADDRESS FORCED AND CHILD LABOR RISK

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

In 2023, the program made strong progress⁽¹²⁾, including:

- More than 1,500 farmers (including male, female farmers and wives of male farmers), and almost 1,000 migrant workers were trained in Good Social Practices (GSP), seasonal agricultural work contracts and labor contract certification
- Over ~700 seasonal agricultural workers received hygiene kits
- Over ~450 women took part in health & nutrition training, covering topics such as seasonal agricultural worker’s rights, women’s human rights, children’s rights, occupational health and safety, female health, family planning and first aid

- Over ~100 children benefited from health screenings through mobile health care services
- Almost 500 children were reached by educational initiatives either through provision of education kits or summer schools

In February 2023, a major earthquake affected 7 cities in Turkey’s south-eastern region. On March 8th, International Women’s day, in cooperation with the Human Rights Association, the program sent a team of doctors, psychologists, nurses, social workers to support those affected. The program team also donated hygiene kits, giving primary medical support, psychological support and organizing activities for the children.

MULTI-STAKEHOLDER INITIATIVE ADDRESSING CHILD LABOR IN SEASONAL AGRICULTURE

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

Direct Intervention

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

In 2023, the initiative also provided over~1,800 children with educational services and other cultural activities, including English classes and lessons on children’s rights.

During the 2023 harvest period:

- ~70 teachers participated in the program
- ~600 children were provided with stationery and hygienic kits
- ~600 children were provided with clothing support
- ~500 children were provided with shuttle services
- ~700 orchard owners were provided with counselling on the elimination of child labor in seasonal agriculture

Capacity Building

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

Awareness Raising

We aim to build knowledge of child labor risks and children’s rights among workers and their families, and more broadly in the community among teachers, school principals, employers and others.

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

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

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

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

Nejat Kocabay

Senior Program Officer, International Labour Office for Turkey



“Stepping onto the hazelnut fields of Turkey, we delved into the heart of community empowerment. Witnessing firsthand the efforts of the project, we saw not just fields, but futures being cultivated. From classrooms to orchards, we observed a concerted effort in building awareness of children’s rights and labor risks. I am inspired by the resilience of communities, to sow seeds of change and harvest a future where every child thrives.”

Rebecca Nguyen

Global Social Sustainability & Stakeholder Engagement Manager, Mondelez International



OTHER SUPPLY CHAINS

Beyond our signature programs, we’re embedding sustainability into our sourcing practices for other raw materials. We’re seeking more transparency, raising expectations of our suppliers, and seeking to catalyze sector-wide change. Through this work we are addressing cross-cutting themes such as good agricultural practices, deforestation, human rights (including labor rights such as forced and child labor), land rights, gender, and environmental footprint.

COLLABORATING FOR CHANGE

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

Virginie Mahin

Senior Director, Social Sustainability and Stakeholder Engagement, Mondelez International



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.

CONSUMER GOODS FORUM (CGF)

As a board member of the CGF we are committed to promoting respect for worker's rights in global value chains. In 2023 Dirk Van de Put, our Chairman and CEO became Co-Chair of CGF with a vision to drive faster industry-wide action on challenges facing people and the planet, including human rights in the supply chain.



Mondelēz International has been a strong supporter of the Priority Industry Principles against Forced Labor. And as an active member of the CGF's Human Rights Coalition, we work collaboratively with consumer goods manufacturing peers aim to drive meaningful impact, focusing on due diligence to address the most salient potential human rights risks in our own operations and supply chain. With this ultimate vision in mind, we helped co-create the coalition's Maturity Journey Framework for Human Rights Due Diligence (HRDD) Systems focused on Forced Labor.

We use this framework to guide our efforts towards our goal to implement robust human rights due diligence across our own operations and supply chain by 2025.

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

MULTI-STAKEHOLDER COLLABORATION IN THE COCOA SUPPLY CHAIN

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

We are also joining forces with peers, suppliers and local child protection authorities to implement area-based landscape approaches, under the umbrella of the [International Cocoa Initiative](#) (ICI).



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

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

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

ENGAGING WITH POTENTIALLY AFFECTED RIGHTS-HOLDERS

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

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





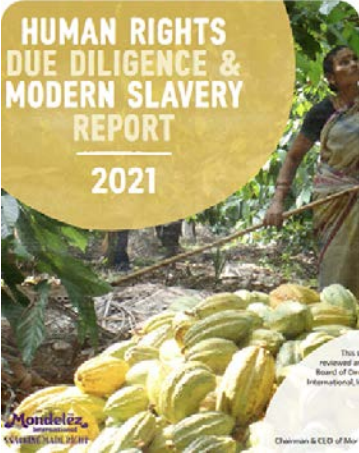





To provide access to potentially affected rights-holders, our [Human Rights & Environmental Grievance Management Process](#) is supported by our Integrity Weblines and Helpline. WebLine is available in 35 languages, while Helpline is offered in more than 150 languages. This grievance mechanism can be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

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

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

PARTNERING WITH OTHERS TO HELP DRIVE MEANINGFUL CHANGE

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

2012	2016	2018	2020	2021	2022	2023
<p>Mondelēz International is formed and joins AIM Progress, the Consumer Goods Forum, the World Cocoa Foundation and the International Cocoa Initiative.</p>		<p>Mondelēz International launches annual HRDD Report to share progress transparently.</p>	 <p>Ground-breaking public private partnership to improve quality of education in Côte d'Ivoire cocoa-growing region.</p>	<p>Coalition of Global Consumer Goods Companies launches framework for the implementation of HRDD systems in aligned Approach against forced labor.</p>	<p>Mondelēz International launches annual comprehensive human rights risks assessment of value chain to prioritize our efforts where they matter most.</p>	 <p>Mondelēz International steps up to co-lead The Consumer Goods Forum Human Rights Coalition with the aim to help drive better outcomes for people in the FMCG value chain.</p>
<p>Cocoa Life launches – Mondelēz International begins working with smallholder farmers.</p> 	<p>Mondelēz International partners with Embode, a human rights consultancy, to help address child labor in Ghana and Côte d'Ivoire.</p>			<p>Mondelēz International strengthens commitments to human rights and endorses call to action to advance living wages.</p>		<p>Mondelēz International CEO joins The Consumer Goods Forum as new Co-Chair, announcing new ambition to accelerate sustainability.</p>
	<p>Mondelēz International supports Consumer Goods Forum as it advanced its social stewardship efforts in its bid to help eradicate forced labor from global supply chains by establishing three “Priority Industry Principles” (the “Principles”). Sets Bar in Fight Against Forced Labor.</p>		<p>Mondelēz International commissions assessment of issues affecting migrant workers in the Palm Oil Sector.</p>		<p>Cocoa Life continues to help combat child labor by enhancing child protection systems and improving access to quality education in Cocoa Life communities</p>	

COMMUNITY IMPACT & EMPLOYEE VOLUNTEERING

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

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



MORE SUSTAINABLE INGREDIENTS

Mondelēz India launched a project in the cocoa villages of Kerala, Karnataka, Tamil Nadu and Andhra Pradesh with the aim of improving biodiversity and providing additional income to farmers, while helping to sequester carbon from the atmosphere and drive positive climate impact.

SOCIAL IMPACT

In India, we invested to improve approximately 200 Government Health & Wellness Centres (HWCs) at the village level between 2021 and 2023 in collaboration with the Government's Ayushman Bharat Health & Wellness initiative.

In Columbia, we joined forces with RECON, an NGO in Columbia, to seek social enterprises that provide solutions to economic and socio-environmental problems to positively impact communities. Interested social enterprises participated in six categories, each of which has different sponsors. The participation categories are: poverty and inequalities reduction, environment and sustainable development, sustainable peace and human rights, efficient use of resources, health and well-being and tech for good. More than 600 applications were received and the category with the highest number of applications is Environment and Sustainable Development.



IMPACT INVESTING

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

FOCUSING ON SUSTAINABLE FUTURES

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

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

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



PROGRESS TABLE

VALUE CHAIN SCOPE	GOALS	2023 PROGRESS
OWN OPERATIONS	Due Diligence Systems	
	100% manufacturing sites completed SMETA audit within the past 3 years ⁽¹⁾	91 %
	Health & Safety	
	Severity and Total Accident Rate (TAR): Continued focus to reduce Severity 1 safety incidents to zero	(23)%
	Diversity, Equity & Inclusion	
	Double representation of women in executive leadership (defined as Mondelēz Leadership Team + 1) roles by 2024 (2018 base of 18%) ⁽¹³⁾	42 %
TIER 1 SUPPLIERS	Due Diligence Systems	
	100% prioritized supplier sites completed SMETA audit in past 3 years ⁽²⁾	90 %
	Diversity, Equity & Inclusion	
	Spend \$1 billion with minority and women owned businesses by 2024 ⁽⁸⁾	\$880M
UPSTREAM SUPPLY CHAINS	Cocoa Supply Chain	
	100% cocoa volume for chocolate brands sourced through Cocoa Life by 2025 ⁽⁹⁾	85 %
	Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 ⁽³⁾	75 %
	Palm Oil Supply Chain	
	Maintain 100% palm oil volume Roundtable on Sustainable Palm Oil (RSPO) certified ⁽¹⁴⁾	100 %

ABOUT THIS REPORT

We hope you enjoyed the Human Rights Due Diligence & Modern Slavery Report. We aimed to show how we bake more sustainable growth into our business, and how we continue to improve on the recipe to make it better and better.

ABOUT THIS REPORT

This annual Human Rights Due Diligence & Modern Slavery Report is part of our wider goal to provide transparent and measurable information for our stakeholders on our goals, policies, initiatives, and programs through ESG reporting. To ensure we keep enhancing our reporting to meet evolving requirements around the world, in 2022 we enhanced our internal procedures and controls on ESG Reporting Standards. This process provides enhanced clarity for our reporting as we continue to focus on keeping our stakeholders informed of our ongoing journey to make snacking right.

Website references throughout this document are provided for convenience only.

We assume no liability for any third-party content contained on the referenced websites.

ABOUT OUR ESG GOALS

Information about our ESG goals, unless otherwise stated, (i) covers the annual reporting period from January 1 to December 31 of the stated year, (ii) includes manufacturing facilities under our direct and indirect control, (iii) excludes acquisitions since 2018, (iv) excludes Venezuela, and (v) excludes developed-market gum brands, which were divested as of October 1, 2023, in the United States, Canada and Europe. Where quantitative goals are linked to revenue, information is for Mondelez International revenue (excluding acquisitions since 2018 unless stated otherwise) except Venezuela, for which results are excluded from our consolidated financial statements. Where quantitative goals are linked to operations, information is for operations under the control of our integrated supply chain function (excluding acquisitions since 2018 unless stated otherwise); unless stated otherwise, data for external manufacturing includes estimates. Due to rounding, numbers presented in this report may not add up precisely to the totals provided and percentages may not reflect the absolute figures. Although the numbers presented in this report for this year's performance are rounded, some of the prior years' numbers were not rounded. Estimation is used in the reporting of some ESG data points, e.g., external manufacturing. The development of ESG reporting requires the use of estimates, judgments and assumptions that may affect the reported figures at the date of publication during the reporting period. Historical, current and forward-looking sustainability related information and statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future. The Company's goals are aspirational in nature. We caution you that this information is approximate, that these statements and information are not guarantees of future performance, nor promises that our goals will be met, and are subject to numerous and evolving risks and uncertainties that we may not be able to predict or assess. In some cases, we may determine to adjust our commitments or goals or establish new ones to reflect changes in our business, operations or plans.

ENDNOTES

- (1) Excludes closed manufacturing sites. Reported information includes our manufacturing sites for developed market gum brands that were divested as of October 1, 2023.
- (2) Prioritized supplier sites are defined as Tier-1 Direct material supplier sites, and excludes suppliers that are not registered on Sedex, have not yet received a risk score or received a risk score other than High Risk, or have not yet made audit results available to Mondelez International. Registration and Mondelez International visibility to applicable supplier sites on Sedex is the responsibility of and provided by suppliers.
- (3) Reported information for the period from January 1, 2023 to December 31, 2023 includes a Cocoa Life community in Ghana, Côte d'Ivoire, or Nigeria as covered by CLMRS if one or more household(s) in the community were visited and interviewed to identify children, if any, in or at risk of child labor, at least once over the last 2 years (January 1, 2022 through December 31, 2023), even if any appropriate remediation and post-remediation follow-up has not yet occurred. CLMRS data is collected and provided to MDLZ by third parties. An independent, third-party assurance process is underway, and any subsequent findings may result in changes to reported information if the underlying criteria, estimates, or available evidence change, as we continue to enhance our processes. Any updates, if needed, will be included in the [ESG Datasheet](#).
- (4) Reported information includes wholly owned and majority owned subsidiaries, except our Venezuelan subsidiaries that were deconsolidated in 2015. Source: Euromonitor 2023.
- (5) We aim to address all human rights risks wherever they may arise along the value chain; by listing certain risks as salient for particular segments of the value chain, we do not discount the importance of addressing other risks.
- (6) Total Recordable Accidents include first aid cases.
- (7) Reported information in the U.S. includes acquisitions/ventures in the U.S., which were announced in 2021 or earlier, and is based on self-identification by employees for diversity and inclusion metrics.
- (8) Reported information from January 1, 2023 to December 31, 2023 includes the following acquisitions: Chipita, Enjoy Life Foods, Give & Go, Perfect Foods, Tates, and EPTA America-7 Days. Also includes Clif (which was not included in prior years). Reported information includes businesses that are majority owned and controlled by women, racial/ethnic minorities, LGBTQ+ individuals, individuals with disabilities, and veterans.
- (9) Goal and reported information for cocoa volume sourced is based on a mass balance approach, which means that the equivalent volume of cocoa needed for the products sold under our chocolate brands is sourced from the Cocoa Life program. Reported information for the period from January 1, 2023 to December 31, 2023 includes volumes from cocoa producing countries Brazil, Côte d'Ivoire, Dominican Republic, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years). Excludes markets where Mondelez International does not sell chocolate brands. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the [ESG Datasheet](#).
- (10) Reported information for the period from January 1, 2023 to December 31, 2023 covers Brazil, Cameroon, Côte d'Ivoire, Dominican Republic, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years). This data is provided by third parties. Reported information based on latest estimate; independent, third-party verification in-progress. Any updates, if needed, will be included in the [ESG Datasheet](#).
- (11) Reported information for the period from January 1, 2023 to December 31, 2023 covers Brazil, Cameroon, Côte d'Ivoire, Dominican Republic, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years).
- (12) Reported information covers the period from August 2022 through July 2023.
- (13) Reported information includes acquisitions/ventures globally, which were announced in 2021 or earlier, and is based on self-identification by employees for diversity and inclusion metrics. The Company's representation goals are aspirational in nature; Mondelez International will continue to hire and promote the best qualified candidates through employment practices that are consistent with applicable laws. Reported information for 2023 excludes employees from the total population who did not self-identify (which were included in prior year). Mondelez Leadership Team +1 comprises of CEO, Executive Positions directly reporting to the CEO, and positions reporting to these Executives.
- (14) Excludes palm oil procured by third-party external manufacturers & co-packers for use in manufacturing Mondelez International finished goods.

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 may not be considered material for SEC 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 reporting purposes.