



HUMAN RIGHTS DUE DILIGENCE & MODERN SLAVERY 2024 REPORT



OUR BUSINESS & COMMITMENT TO HUMAN RIGHTS

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, following the UN Guiding Principles on Business and Human Rights (UNGPs) as a guide for preventing and addressing associated risks, supporting our commitment to fostering a safe, healthy and sustainable working environment, as detailed in our Human Rights Policy.

SOCIAL SUSTAINABILITY 2024 PROGRESS

~96%

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

~98%

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

~89%

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

OUR COMMITMENT TO HUMAN RIGHTS

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 International Labour Organization (ILO) Conventions No. 138 (Minimum Age Convention) and No. 182 (Worst Forms of Child Labour Convention) and are committed to help combat child labor by following the International Labour Organization-International Organisation of Employers (ILO-IOE) Child Labour Guidance Tool for Business of December 15, 2015.

This report sets out steps taken by Mondelez International during the course of 2024 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 UK subsidiaries of Mondelez International, Inc. that are subject to the UK Modern Slavery Act (Mondelez UK Limited, Cadbury UK Limited, Mondelez UK Confectionery Production Limited and Reading Scientific Services Limited), adopted this group statement as their modern slavery statement for the financial year ending December 31, 2024. The Board of Directors of each of these companies has approved this statement or will have approved this statement by the end of June 2025.

The Norwegian subsidiaries of Mondelez International, Mondelez Norge AS and Mondelez Norge Production AS, that are subject to the Norwegian Transparency Act (Åpenhetsloven), adopted this group statement as their due diligence assessment (Akttsomhetsvurderinger) for the financial year ending December 31, 2024.

Mondelez Europe GmbH, that is subject to certain due diligence and reporting requirements in relation to child labor as set out in art. 964 j et seq. of the Swiss Code of Obligations, is included in the annual Human Rights Due Diligence & Modern Slavery Reports prepared by its parent company Mondelez International, Inc., which are published [here](#) and [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.

LEADING THE FUTURE OF SNACKING

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

ICONIC BRANDS

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

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

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

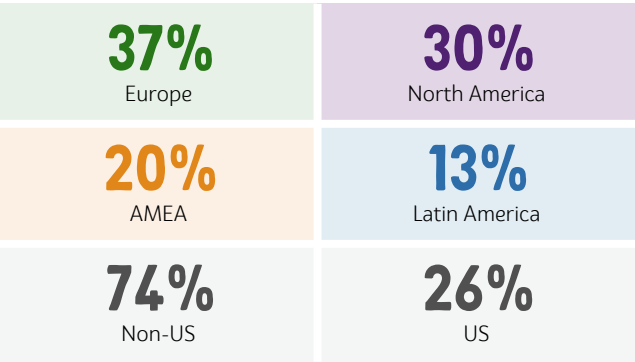
BUSINESS AMBITION & MARKET SHARE ⁽⁴⁾

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

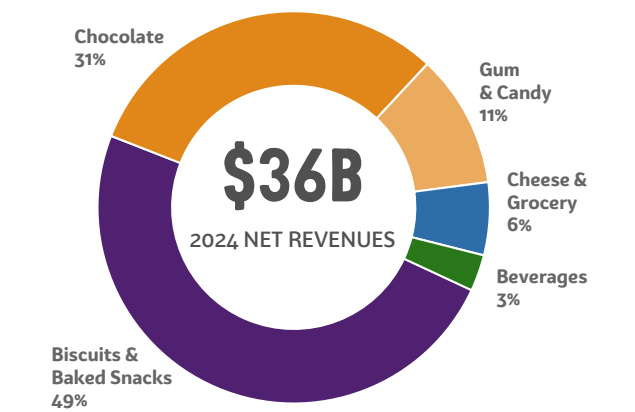
We aim to be the global leader in snacking by focusing on four strategic priorities: Growth, Execution, Culture, and Sustainability.

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

NET REVENUES BY REGION (ROUNDED)



NET REVENUES BY CATEGORY (ROUNDED)



GLOBAL MARKET POSITION ⁽⁵⁾



SUSTAINABILITY STRATEGY ALIGNED WITH BUSINESS PRIORITIES

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

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

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

Dirk Van de Put
Chair & Chief Executive Officer,
Mondelēz International



PLANET

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



CLIMATE

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



MORE SUSTAINABLE INGREDIENTS

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



MORE SUSTAINABLE PACKAGING

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

PEOPLE

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



SOCIAL IMPACT

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



CONSUMER / MINDFUL SNACKING

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



COLLEAGUE WELL-BEING

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



WORKPLACE CULTURE

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

UNDERPINNED BY ETHICS & COMPLIANCE

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

SUSTAINABILITY STRATEGY INTRINSIC TO LONG-TERM GROWTH STRATEGY

	GROWTH	Accelerating Consumer-Centric Growth
	EXECUTION	Driving Operational Excellence
	CULTURE	Building a Winning Growth Culture
	SUSTAINABILITY	Scaling More Sustainable Snacking

OUR STRATEGIC PRIORITIES, FOCUS & AMBITIONS

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

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

At Mondelez International, we are committed to respecting the human rights of people in our value chain. From the farmers growing key ingredients, to the factory workers who make products for our beloved brands, through to the drivers and warehousing partners who carefully deliver our snacks to stores, we aim to treat everyone with care and integrity through our value of Do What's Right.

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

Christine Montenegro McGrath
Chief Impact & Sustainability Officer,
Mondelēz International



COMPLIANCE & INTEGRITY PROGRAM

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

2024 COMPLIANCE PROGRESS



OUR COMPLIANCE PROGRAM

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

COMPLIANCE RISK ASSESSMENTS AND AUDITS

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

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

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

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

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

SPEAKING UP AND BEING HEARD

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

LISTENING, INVESTIGATING, ACTING

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

EXTERNAL REPORTS OF WRONGDOING: GRIEVANCE MECHANISM

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

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

IMPACT & COMMUNITY ENGAGEMENT

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

2024 PROGRESS				
	2024	2023	2022	2021
Total hours of volunteering (#) ⁽⁶⁾	40,000	29,000	19,000	15,000
Total number of volunteers (#) ⁽⁶⁾	9,000	8,000	10,000	4,000
Cash and in-kind donations (USD) ⁽⁷⁾	\$48M	\$56M	\$54M	\$50M

HUMANITARIAN AID & DISASTER RELIEF

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

SUPPORTING FLOOD RELIEF IN BRAZIL

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

HUMANITARIAN SUPPORT IN UKRAINE

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

SUSTAINABLE FUTURES: OUR IMPACT INVESTING PLATFORM

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

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



IMPACT INVESTMENTS IN 2024

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

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

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

MONDELEZ CHANGEMAKERS: EMPLOYEE VOLUNTEERING & COMMUNITY ENGAGEMENT

The Mondelez 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.



INVESTING IN OUR SWEET HOME CHICAGO

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

OVER 1,000 MEALS DONATED IN THE UK

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

MENTORING THE NEXT GENERATION IN MOROCCO

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

OUR APPROACH TO HUMAN RIGHTS DUE DILIGENCE

We strive to undertake practical, proactive, and ongoing human rights due diligence (HRDD) to identify, mitigate and reduce the likelihood of potential and actual human rights impacts within our own operations, and work with participants in our supply chain to help them achieve the same objectives. As part of our risk-based approach to human rights due diligence, we use the United Nations Guiding Principles on Business and Human Rights (UNGPs) as a guide for preventing and mitigating human rights risks, as detailed in our Human Rights policy.

“Embedding human rights due diligence in our policies and governance structure is the critical first step. It is the essential foundation on which we’re building our efforts to manage human rights risks and improve outcomes for people across our value chain”

Virginie Mahin
Senior Director, Social Sustainability
and Stakeholder Engagement,
Mondelēz International



We prioritize strong governance as a foundation for our social and environmental sustainability efforts and commitment to Snacking Made Right. The Company has a comprehensive governance structure with a Board of Directors, [transparent](#) reporting practices, and a focus on embedding Environmental, Social, and Governance (ESG) principles throughout its operations. This approach helps to promote human rights, and ethical business practices in our supply chain.

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

COMPREHENSIVE GOVERNANCE STRUCTURE

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

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

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

- **Governance, Membership, and Sustainability Committee (Governance Committee):** Oversees our ESG policies and programs related to significant corporate citizenship, social responsibility, and public policy issues. These include sustainability and environmental responsibility; food labeling, marketing, and packaging; philanthropic and political activities and contributions; and the Board's ESG education and capabilities.

- **People and Compensation Committee:** Oversees our growth culture priorities; workplace safety and employee wellness; pay equity; talent sourcing strategies; talent management and development programs; and strategic performance indicators for incentive plans. We aim to ensure alignment of pay to performance and incentive plans aligned to shareholder interests. Our Strategic Key Progress Indicators for incentive plans include performance against ESG priorities.

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

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

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

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

EMBEDDING SUSTAINABILITY INTO OUR BUSINESS OPERATIONS

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

FOCUSED ON TRANSPARENCY & ACCOUNTABILITY

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

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

HUMAN RIGHTS GOVERNANCE

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

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

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

The Human Rights & Environmental Grievance Escalation Committee meets bi-annually and on an ad hoc basis as required, to review potential severe and critical human rights and environmental issues across our value chain, including potential issues affecting our ~90,000 colleagues.⁽⁸⁾ The committee is made up of senior functional and business unit leaders.

Our Approach

Identifying Risks

Stakeholder Engagement



HUMAN RIGHTS DUE DILIGENCE

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

WORKING IN PARTNERSHIP

As part of our goal of promoting accountability, many of our long-term public goals and associated action plans are developed in partnership with external advisors. We consider perspectives from our ongoing engagement with shareholders and other stakeholders, and we actively engage with multiple ESG ratings organizations and indices as we advance our disclosure and promote transparency. This two-way dialogue helps inform our

ESG approach, which defines our assessment of the environmental and social issues most significant to us. Materials and processes that guide our assessment include our Enterprise Risk Management (ERM) program for identifying, assessing, prioritizing, mitigating, and monitoring enterprise risks.

OUR WAY OF DOING BUSINESS

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

EQUIPPING OUR BUYERS AND SUPPLIERS

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

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

Our Sourcing Recommendation Committee (SRC) is an essential component of our sourcing selection process. In addition to our procurement policy and our expenditure approval process, our

SRC provides an opportunity for our strategic and impactful spend decisions to be brought before our leadership team on a regular basis. The committee is comprised of our procurement leaders. All buyers are invited to attend SRC to learn more about the committee’s expectations and best practices throughout the organization.

CODE OF CONDUCT

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

As part of our supplier agreements our suppliers must acknowledge that they will adhere to our Supplier Code of Conduct. In addition to complying with all laws and regulations, suppliers must comply with Mondelez International’s expectations in terms of Human Rights.

CORPORATE RESPONSIBILITY GUIDELINES

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

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

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

Our [Human Rights Policy](#) follows the United Nations Guiding Principles on Business and Human Rights (UNGPs) as a guide for

preventing and mitigating human rights risks. The Policy is aligned with our Code of Conduct and Supplier Code of Conduct.

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

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

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

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

BOARD OF DIRECTORS ⁽⁹⁾	
	2025
AGE	
50s (#)	1
60s (#)	9
TENURE	
0-3 (#)	5
4-9 (#)	3
10+ (#)	2

IDENTIFYING RISKS ACROSS THE VALUE CHAIN

RISK ASSESSMENT

As part of our ongoing due diligence activities, we completed our annual human rights risks assessment of our value chain. This assessment considered external developments affecting our business, such as changes in operational contexts or conflicts that could potentially heighten the risk of human rights abuses. We also incorporated lessons learned from our previous due diligence activities.

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
- Apply a lens focused on conflict-affected and high-risk areas to identify relevant regions and specific risks

- 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.

HIGH LEVEL SUMMARY OF THE RISK ASSESSMENT

The 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 Employees and contractors across 42 countries	Tier 1 suppliers of ‘direct’ materials Ingredients, packaging and external manufacturing across more than 70 countries	Tier 1 suppliers of ‘indirect’ services Including warehousing, transport, facilities management and logistics	Upstream supply of ingredients (Farm level) 73 ingredients (including highest volume ingredients: cocoa, dairy, hazelnuts, palm oil, soybean, sugar beet, sugarcane, wheat) across 66 countries
KEY RIGHTS-HOLDERS	Manufacturing workers, contract workers, migrant workers, sales staff and merchandisers	Manufacturing workers, contract workers and migrant workers	Drivers, shipping workers and migrant workers	Farmers, women, children, migrant workers and indigenous communities
SALIENT HUMAN RIGHTS RISKS ⁽¹⁰⁾	Child labor Discrimination Forced labor Freedom of association Health and safety Income and wages Working hours	Child labor Discrimination Forced labor Freedom of association Health and safety Income and wages Working hours	Discrimination Forced labor Freedom of association Health and safety Income and wages Working hours	Access to water Child labor Forced labor Impact of climate change Income and wages Land rights Women’s rights

STAKEHOLDER ENGAGEMENT

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

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

IDENTIFYING OUR STAKEHOLDERS

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

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

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

 Find out more in our [Snacking Made Right Report](#)



INVOLVING OUR PEOPLE

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

INFORM

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

ENGAGE

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

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

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

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

OUR GROWTH CULTURE ENABLES OUR LONG-TERM BUSINESS GROWTH STRATEGY

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

Our latest global engagement survey found that:

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



ENGAGING WITH EXTERNAL STAKEHOLDERS

We seek to engage in two-way dialogue with experts, civil society organizations, NGOs and other stakeholders to inform our approach.

At Mondelez International, we communicate to internal and external stakeholders on our environmental, social and governance programs through a variety of ESG-related materials including this report, our corporate website, and a variety of ESG reporting frameworks. Annually we publish our Human Rights Due Diligence Report on our website. Additionally, environmental management issues are shared, escalated and solved with internal stakeholders through a variety of channels including monthly regional meetings,

global forums and through our sustainability hub team. We continue to seek a two-way dialogue with our stakeholders and are preparing for our Double Materiality Assessment in accordance with the EU CSRD. We plan to share our results in accordance with EU regulations.

-  Find out more about our Double Materiality Assessment progress in the [Snacking Made Right Report](#)

ENGAGING WITH POTENTIALLY AFFECTED RIGHTS-HOLDERS IN OUR VALUE CHAIN

It is important we hear from workers and farmers in our supply chains about any relevant issues that affect them. As part of our efforts to engage in two-way dialogue, we engage periodically with civil society organizations who represent them, and where possible, we also engage with potentially affected rights-holders themselves.

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

In the palm oil sector we continued work between the Consumer Goods Forum (CGF) Human Rights Coalition and CGF Forest Positive Coalition to help develop a best practice note for consumer goods companies aiming to better protect human rights defenders. This work includes consultation with international NGOs advocating for the rights of human rights defenders and indigenous peoples.

In 2024, we continued working with other members of the German Initiative on Sustainable Cocoa (GISCO) and research partners RISOME and Audace Institut Afrique to assess the feasibility of a cross-company grievance mechanism in the cocoa sector in Cote d'Ivoire. The research relied on a participatory approach, with local cocoa stakeholders involved at different steps of the study during 30 interviews with industry players and four field studies across three regions in Cote d'Ivoire. This geographical spread aimed to ensure diverse sociological contexts were represented. The final concept of grievance mechanism was presented in February 2024, the full study is available on the GISCO website. Together with peers, we are exploring a 2-year pilot of the proposed grievance mechanism in a small number of villages in Cote d'Ivoire.

WORKERS AND FARMERS IN OUR VALUE CHAIN AND THEIR COMMUNITIES

Engagement with workers and farmers in our cocoa supply chain mainly takes place through 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 continue to enhance our approach. When a new community joins our Cocoa Life program, our NGO partners are expected to conduct thorough participatory needs assessments on focus areas including labor risks such as child labor. Based on this assessment and with support from our partners, community members develop a Community Action Plan, which provides a detailed roadmap for community activation.

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

GRIEVANCE MECHANISM

As well as proactive engagement, we also ensure it is possible for all potentially affected stakeholders, whether internal or external, to raise issues in a confidential and anonymous way through our grievance mechanism. Our Human Rights & Environmental Grievance Management Process is supported by our Integrity Webline 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 also open to third parties, including workers and communities associated with our supply chain.

ENGAGEMENT VIA INDUSTRY AND MULTI-STAKEHOLDER COALITIONS

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

COLLABORATING FOR CHANGE

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



Our Chairman and CEO, Dirk Van de Put, has [co-chaired the CGF](#) at the Board level since 2023 with a two-year mandate to help drive faster industry-wide action on challenges facing people and the planet, including human rights in the supply chain.

Mondelēz International also co-chairs the CGF's Human Rights Coalition (HRC), demonstrating our commitment to work collaboratively to mainstream HRDD and address critical systemic issues such as child labor.

We have been a strong supporter of the Priority Industry Principles against Forced Labor and, as an active member of the Coalition, we work collaboratively with consumer goods manufacturing peers and retailers to help drive meaningful impact, focusing on due diligence to help 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 Systems focused on Forced Labor. In addition, we also engage in pre-competitive collaboration across these topics with other peer manufacturers as a member of [AIM-Progress](#).

We use this framework to help guide our efforts towards our ambition of implementing robust and risk-based human rights due diligence across our own operations and supply chain.

"The Consumer Goods Forum Human Rights Coalition is on a mission to make human rights due diligence the norm. To make it happen, we rely on the leadership of members like Mondelēz, who are ready to take a stance and take the steps needed to drive meaningful change across the consumer goods sector."



Didier Bergeret
Director of Sustainability,
The Consumer Goods Forum

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 work alongside a variety of stakeholders of the cocoa supply chain as part of the World Cocoa Foundation, which we currently chair. We also serve on the board of directors of multi-stakeholder platform International Cocoa Initiative, alongside development NGOs, civil society experts and representatives of smallholder farmers. Through these platforms, we are working with other companies, suppliers, civil society organizations and local governments to promote a thriving and equitable cocoa sector that works to help improve farmer income, reverse deforestation and combat child labor.

In Indonesia, we collaborate 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.



PARTNERING WITH OTHERS TO HELP DRIVE MEANINGFUL CHANGE

While we are driving change in our own business, we know many 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	2020	2021	2022	2023	2024
Mondelēz International is formed and joins AIM Progress, the Consumer Goods Forum, the World Cocoa Foundation and the International Cocoa Initiative	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	 Ground-breaking public private partnership to improve quality of education in Côte d'Ivoire cocoa-growing region	Coalition of Global Consumer Goods Companies launches framework for the implementation of HRDD systems in aligned approach against forced labor	Mondelēz International launches annual comprehensive human rights risks assessment of value chain	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	Mondelēz International kicks off preparations for its double materiality assessment
	Mondelēz International partners with Embode, a human rights consultancy, to help address child labor in Ghana and Côte d'Ivoire		Mondelēz International strengthens commitments to human rights and endorses call to action to advance living wages		Mondelēz International CEO joins The Consumer Goods Forum as new Co-Chair, announcing new ambition to accelerate sustainability	
Cocoa Life launches. Mondelēz International begins working with smallholder farmers		Mondelēz International commissions assessment of issues affecting migrant workers in the Palm Oil Sector		Cocoa Life continues to help combat child labor by enhancing child protection systems and improving access to quality education in Cocoa Life communities		Public-private partnership to tackle child labor risk in Turkish hazelnut supply chain renewed for additional three years with strategic guidance and funding from Mondelēz International

HUMAN RIGHTS IN OUR OWN OPERATIONS

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

SMETA MANUFACTURING GOAL

100%

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

2024 PROGRESS				
	2024	2023	2022	2021
SMETA audit completed in our owned manufacturing sites within the past 3 years (%) ⁽¹⁾	96 %	91 %	62 %	—

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

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

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

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

EMBEDDING HUMAN RIGHTS DUE DILIGENCE INTO OUR BUSINESS AS USUAL

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

Throughout 2024, we continued to embed and further strengthen HRDD as an integral part of our operations. Our teams around the world remain focused on our three-year cycle social audit program. As a result, approximately 96% of our manufacturing plants completed an audit over the past three years.⁽¹⁾ In addition, our teams continued their ongoing efforts to address potential audit findings promptly and prevent recurrence.

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

ADDRESSING POTENTIAL MODERN SLAVERY / FORCED LABOR RISKS IN OWN OPERATIONS

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.

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 helped colleagues to evolve their understanding of the SMETA audit protocol, in line with [Sedex's platform transformation](#) and [SMETA methodology evolution](#).

In 2024, 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.

As part of our expanded HRDD systems to cover our own warehousing operations last year, a dedicated training was delivered for managers based at logistics sites. 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 2025.

- To date, ~50,000 colleagues have completed our human rights training 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.
- To date ~7,000 colleagues based in manufacturing and logistics sites have completed our human rights training.

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 ~3,000 colleagues.



Human Rights in Our Own Operations

Health & Safety

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](#) Systems focused on Forced Labor. We use this framework to guide our efforts towards our ambition to implement robust human rights due diligence across our own operations and supply chain.



CAPABILITY BUILDING

In 2023 we developed a beyond audit process which we successfully piloted in our Middle East, North Africa and Pakistan (MENAP) business. This year we rolled out our Human Rights Check-Ins across our India and South East Asia (SEA) business units. Aiming to conduct a root cause analysis, this program seeks to identify potential human rights issues, and further embed a preventative approach. The program also seeks to highlight best practice, reducing the need for Sedex follow-up audits and driving meaningful dialogue at a regional and global level. This approach complements our SMETA audit program by building capability and embedding HRDD in local business unit’s business as usual.

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

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

“Going beyond audits to identify root causes helps manufacturing teams develop a stronger preventative mindset, whilst enabling us to have wider business conversations. Opportunities for our plant teams to learn from each other is highly valuable. Our SEA business unit is now even more empowered to help ensure all people on our sites are treated with care and integrity.”

Niranjana Harikumar
Director, Mondelez Supply Chain,
People Lead South East Asia,
Mondelez International



LIVING WAGE

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

HEIGHTENED HRDD IN CONFLICT-AFFECTED AREAS

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

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



HEALTH & SAFETY

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

WORKPLACE SAFETY GOAL

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

2024 PROGRESS	
	2024
Total Recordable Incidents (#) ⁽¹²⁾	297
Lost Time Incidents (LTI) (#) ⁽¹²⁾	217
Severity 1 Incidents (#) ⁽¹²⁾	9
Total Incident Rate (TIR) (%) ⁽¹¹⁾	0.24
Lost Time Injury Frequency Rate (LTIFR) (%) ⁽¹²⁾	0.86

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

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

STRIVING TO ENSURE WORKPLACE SAFETY

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

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

WORK, PLAY, LIVE, SAFE PROGRAM

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

- Nothing we do is worth getting hurt for.
- All injuries and occupational illnesses can, and must, be prevented.
- We will continually strive for zero incidents.

- Everyone is responsible for safety; leaders are accountable.
- Working safely is a condition of employment.

BUILDING A CULTURE OF WORKPLACE SAFETY

Our commitment is to create a workplace where safety is paramount, reducing risks across four key areas:

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

WORKPLACE SAFETY PROGRESS

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

OUR INTENT

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

OUR ACHIEVEMENT

Long-Term Impact: In 2024, our continued focus on leadership, capability building, and HSE assessments drove improvements across most safety performance indicators. We achieved a Total Incident Rate (TIR) of approximately 0.24, significantly below the global benchmark of 0.5.⁽¹¹⁾ Our Lost Time Injury Frequency Rate (LTIFR) remained consistently low, demonstrating our ongoing commitment to workplace safety.

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



HUMAN RIGHTS IN SUPPLY CHAINS

We strive for the human rights of people in our supply chain to be respected and promoted, from the workers in our supplier’s factories to the farm workers and smallholder farmers who grow our ingredients.

“The world continues to change rapidly, demanding that we change with it, we remain committed to working on interrelated systemic issues. We have a continued 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.”

Darren O’Brien
Chief Corporate Government Affairs
Officer,
Mondelēz International



HUMAN RIGHTS DUE DILIGENCE

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

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

HUMAN RIGHTS RISK ASSESSMENT

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

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

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

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

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

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

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

SIGNATURE PROGRAMS

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

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

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

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

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

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

solutions that are thoughtful, flexible, and designed to address changes we’re already seeing.

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.

➔ Find out more in our [Snacking Made Right Report](#)



TIER 1 SUPPLIERS

SMETA SUPPLIER SITE GOAL

~100%

prioritized supplier sites completed SMETA audit in past 3 years

2024 PROGRESS, SMETA			
	2024	2023	2022
Prioritized supplier sites completed SMETA audit in past 3 years (%) ⁽²⁾	98 %	90 %	87 %
Tier 1 SMETA suppliers audited (#) ⁽¹³⁾	649	—	—

HUMAN RIGHTS DUE DILIGENCE WITHIN OUR TIER-1 SUPPLIER BASE

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

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 2024, we continued our work to improve our tier-1 supplier HRDD program, completing 649 SMETA audits, covering approximately 98% of our prioritized suppliers across our three year cycle. ⁽²⁾⁽¹³⁾

Improvements included enhanced governance and potential risk management via digitalization, as well as strengthening our supplier platform with enhanced compliance and social sustainability requirements.

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

We also continued to build the capability of our people by delivering human rights training to key functions to support supplier HRDD. This included the Procurement, Licensing and Logistics teams, where we sought to embed ownership and action through a focused approach on each function's unique part in our wider role to help prevent human rights risks across the value chain.

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

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

➦ Read the training and materials [here](#)

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

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

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

"Our long-standing commitment to treating everyone with care and integrity holds true across the supply chain. Through our supplier HRDD program, we aim to hold our suppliers to the same standards that we strive to live by in our own factories."

Nicolas Garcia Gonzalez
Human Rights Due Diligence Director,
Mondelez International



COCOA SUPPLY CHAIN

CLMRS GOAL

100%

Cocoa Life communities in West Africa by 2025 (Ghana, Côte d'Ivoire, Nigeria or Cameroon) are covered by a Child Labor Monitoring & Remediation System (CLMRS) ⁽³⁾

2024 PROGRESS	
	2024
Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 (%) ⁽³⁾	89 %
Cocoa communities impacted (#) ⁽¹⁶⁾	3,200
Community members involved in additional Income Generating Activities (#) ⁽¹⁴⁾	379,000
Community members participating in Village Savings and Loan Associations (VSLAs) (#) ⁽¹⁴⁾	411,000
Village Savings and Loan Associations (VSLAs) operational (#) ⁽¹⁴⁾	6,200

KEY HUMAN RIGHTS RISKS AND SYSTEMIC CHALLENGES

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

COCOA LIFE’S ACTIONS TO SUPPORT COCOA FARMING BUSINESSES

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

Our support includes farmer trainings, incentives and purchasing practices. We work with suppliers and NGOs to help farmers improve cocoa productivity and generate income from additional businesses. By the end of 2024, approximately 178,000 farmers were trained on Good Agricultural Practices to help improve farm productivity and approximately 379,000 community members (men & women) were involved in additional income generating activities to help promote income diversification. ⁽¹⁴⁾

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

As part of our incentives, we pay loyalty premiums to farmers organizations who then pass it to their members - these amounts are verified by FLOCERT, one of the world’s leading social auditing and verification bodies and the global certifier for Fairtrade. To help cocoa farmers plan ahead and understand purchasing expectations, we ask suppliers to inform Cocoa Life registered farmer

organizations in advance of the year about the cocoa volumes that can be expected and premiums they will receive. These volumes and premiums are also verified by FLOCERT. With select suppliers, we have started to work towards longer-term planning against premiums and volumes.

In recent years, the global agricultural and commodities environment faced a number of pressures that were particularly challenging within the cocoa sector. In addition to global economic challenges, major cocoa-producing countries struggled with high inflation and an unprecedented low cocoa crop yield due to weather and crop disease. Meanwhile, market pressures continue to impact the effective implementation of some government-led and multi-stakeholder-backed initiatives, including the Living Income Differential, which we support. Making sustained progress in spite of macro pressures will need enhanced sector-wide efforts. We continue to engage with partners in producing countries to better understand the situation of and potential risks to farming families. For approximately 10 years, Cocoa Life has worked with independent partners to help measure, track and better understand farmers’ incomes from cocoa and other sources in our supply chain. This allows us to help mitigate the challenges and contribute toward solutions. The magnitude of the challenge, however, means going beyond single supply chains. Stabilizing and increasing farming incomes will need a structural approach through collaboration within and outside the cocoa sector, in partnership with NGOs, stakeholders and governments.

COCOA LIFE’S ACTIONS TO SUPPORT COCOA COMMUNITIES & PROMOTE WOMEN’S EMPOWERMENT

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

implement a range of activities that address identified issues and take actions to inspire change within Cocoa Life communities.

As part of the Cocoa Life program, we believe that when women rise, cocoa thrives. In cocoa-growing communities, women farmers typically have lower incomes and less access to financing, inputs and land ownership than men. To help address gender inequality, Cocoa Life partners with NGOs that have technical expertise in gender-based issues to help implement women’s empowerment initiatives including gender sensitization training, VSLAs and efforts to improve women’s access to farming, financial training and income diversification. By the end of 2024, approximately 69% of community members participating in VSLAs were women. ⁽¹⁴⁾

COCOA LIFE’S ACTIONS TO HELP PREVENT CHILD LABOR

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

- 1. Prevention Efforts:** To help prevent child labor and support children at risk of it, our approach seeks to help combat the underlying causes of child labor, with a particular focus on helping to empower communities. We encourage the formation of Community Development Committees and CAPs, work to improve farmer net income from cocoa and other sources, help to improve access to quality education and help to empower women.
- 2. Monitoring & Remediation:** Beyond our efforts to help prevent child labor, we engage in monitoring to help identify cases of child labor and children at risk with a goal for them to be able to receive support and remediation through community-based CLMRS. This includes:
 - Awareness-raising activities about issues related to child protection
 - Community Child Protection Committees form an integral part of our CLMRS, building the capacity of communities to help identify, support, and protect vulnerable children
 - CLMRS cover farming families in Cocoa Life communities and focus on needed support, with the goal of: (i) identification of children in or at risk of child labor; (ii) remediation for children identified as vulnerable and families identified as at risk of child

labor; and (iii) follow-up and monitoring of children who have received support

We scaled the CLMRS to cover 89% of Cocoa Life communities (or 2,480 communities) in West Africa with a CLMRS by the end of 2024,⁽³⁾ to continue progressing towards our goal to cover all West African Cocoa Life communities with a CLMRS by the end of 2025. Through this expanded coverage, 240,000 interviews were conducted by our CLMRS to help prevent child labor.⁽¹⁵⁾ In parallel, we continued our efforts to enhance the quality of implementation of our CLMRS.

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

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

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

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

COLLABORATION HIGHLIGHTS

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

"I see a unique moment for cocoa: to develop public-private partnerships with improved coordination, reduced duplication, and breakthrough collaboration. It is only through an inclusive approach that long-term aspirations for change can be attained."

Cédric van Cutsem
Senior Director, Cocoa Life,
Mondelēz International



Child Learning and Education Facility (CLEF)

In Côte d'Ivoire, we are partners in the multi-stakeholder initiative [Child Learning and Education Facility](#) (CLEF), an active and growing coalition that brings together the Government of Côte d'Ivoire, 16 cocoa and chocolate companies, and two philanthropic foundations with the vision to transform the country's education landscape in cocoa-growing regions. Our partnership goal is to increase access to education in these areas and provide every child with quality education, so we're striving to create a brighter future for over 4 million children. During the first year, key achievements included

training of around 7,000 teachers in evidence-based pedagogical techniques and integrating approximately 4,277 out-of school children in remote rural areas, including around 44% girls, in formal schools following an accelerated learning program. Led by the Ivorian government, the initiative offers a potential blueprint for public-private partnerships that can be replicated in other countries. Inspired by this groundbreaking landscape-wide initiative in Côte d'Ivoire, we support the development of a similar initiative in Ghana.

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

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

Opportunities for Entrepreneurship Pathways in Cocoa (OP-EN)

Mondelēz International is also partnering with CARE International through a new initiative, the Opportunities for Entrepreneurship Pathways initiative, to unlock new profitable and viable business opportunities for VSLAs. Drawing on CARE's entrepreneurship experience and expertise, we expect to develop, test and roll out an industry best-in-class approach to entrepreneurship in cocoa communities, considering solutions to support, link and finance these new businesses. To help maximize the long term impact in Cocoa Life communities and beyond, CARE International, with the support of Mondelēz International, will seek to mobilize multi-stakeholder collaborations with peers, suppliers, public and donor organizations. We began developing this model in Cocoa Life communities in Côte d'Ivoire and Ghana in 2024 and aim to broaden its reach over time in other cocoa-growing communities and markets.



PALM OIL SUPPLY CHAIN

PALM OIL GOAL

MAINTAIN 100%

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

2024 PROGRESS	
	2024
Palm Oil volume Roundtable on Sustainable Palm Oil (RSPO) certified (%) ⁽¹⁷⁾	100 %
Palm oil traceable to mill (%) ⁽¹⁸⁾	99 %
Palm oil from suppliers aligned to Palm Oil Action Plan (POAP) (%) ⁽¹⁸⁾	100 %
Palm oil forest monitored (%) ⁽¹⁸⁾	97 %
Palm oil traceable to plantation (%) ⁽¹⁸⁾	89 %

KEY HUMAN RIGHTS RISKS AND SYSTEMIC CHALLENGES

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

ACTIONS TO HELP IMPROVE WORKING CONDITIONS

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

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

ACTIONS TO HELP ADDRESS LAND RIGHTS ISSUES

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

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

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

“Taking a holistic approach recognizing the connection between environmental and social sustainability is key. That’s why, as part of our palm oil work, we focus our actions on helping to reduce deforestation and to promote more sustainable land use practices which respect human rights.”

Michael Weber
Senior Director, Climate & Environment,
Mondelēz International



COLLABORATION HIGHLIGHTS

As part of the Consumer Goods Forum Human Rights Coalition (CGF HRC), we collaborate with stakeholders and companies in the food industry to help detect, investigate and address human rights risks within the palm oil supply chain.

In the palm oil sector we continued work between the CGF HRC and the Consumer Goods Forum Forest Positive Coalition (CGF FPC) to help develop a best practice note for consumer goods companies aiming to better protect human rights defenders. The development of this note, which is expected to be published in 2025, included consultation with international NGOs advocating for the rights of human rights defenders and indigenous people.

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

In 2024 the P3 Project ran two training sessions for Malaysian suppliers, as well as training ~40 private recruitment agencies to help build capacity to prevent forced labor risks and equip suppliers and recruitment agencies with responsible recruitment best practices.

The P3 Project brings together key actors from the Malaysian palm oil sector and is reinforced by joint advocacy toward stakeholders, including the Malaysian Government. In 2024, we attended an in-person event in Malaysia to engage with political stakeholders. This event, hosted by the CGF in partnership with other lead organizations: the Institute for Human Rights and Business (IHRB), the Responsible Business Alliance - Leadership Group for Recruitment and MyVoice, as well as other companies, brought together government representatives from Malaysia to discuss safe and efficient recruitment processes for migrant workers.

Through this and other engagements, the CGF has helped established responsible recruitment as a key objective for both businesses and government. Contributing to Malaysia’s recent steps towards improving labor conditions, including the development of its first National Action Plan on Business and Human Rights, based on the UNGPs. Labor rights are a core priority in this plan, alongside environmental protection, and good governance. The CGF has actively contributed to the Malaysian government’s public consultation process, underlining the importance of for stronger responsible recruitment practices.

HAZELNUT & SUGARCANE SUPPLY CHAINS

“At Mondeľ International we aim to make a positive impact on the farms, communities and environments where our main raw materials are grown. We recognize that complex challenges need a collaborative multi actor approach, and are proud to play our part to help tackle systemic issues confronting the sugarcane supply chain in India with CRSI.”

Ophira Bhatia
Vice President, Corporate Government
Affairs, Asia, the Middle East, and Africa
(AMEA)
Mondeľ International



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](#) have noted the risk of child labor in the sector.

Actions To Help Prevent Child & Forced Labor

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

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

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

1. Direct Intervention

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

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

In 2024, the initiative also provided over~1,200 children with educational services and other cultural activities, including English classes and lessons on children’s rights.

During the 2024 harvest period:

- ~70 teachers participated in the program
- ~1,200 children were provided with stationery and hygienic kits
- ~1,200 children were provided with clothing support

- ~900 children were provided with shuttle services
- ~160 orchard owners were provided with counselling on the elimination of child labor in seasonal agriculture
- ~500 families were provided counselling on the elimination of child labor in seasonal agriculture
- ~150 children between ages 14 and 18 were identified to receive counselling on educational opportunities university exams, career opportunities, children’s rights and early marriages in the winter time

2. Capacity Building

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

3. Awareness Raising

The program aims 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.

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 continue to strengthen the capacity of local authorities, hazelnut producers and farm owners, and encourage constant dialogue between these key stakeholders.



SUGARCANE SUPPLY CHAIN

Key Human Rights Challenges and Further Plans to Develop Approach

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

Collaboration Highlights

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

PROGRESS TABLE

VALUE CHAIN SCOPE	AIMS	2024 PROGRESS
OWN OPERATIONS	Due Diligence Systems	
	100% manufacturing sites completed SMETA audit within the past 3 years ⁽¹⁾	96 %
	Health & Safety	
	Severity and Total Incident Rate (TIR): Continued focus to reduce Severity 1 safety incidents to zero ⁽¹¹⁾	(3)%
TIER 1 SUPPLIERS	Due Diligence Systems	
	100% prioritized supplier sites completed SMETA audit in past 3 years ⁽²⁾	98 %
	Tier 1 SMETA suppliers audited ⁽¹³⁾	649
UPSTREAM SUPPLY CHAINS	Cocoa Supply Chain	
	100% cocoa volume for chocolate brands sourced through Cocoa Life by 2025 ⁽¹⁹⁾	91 %
	Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 ⁽³⁾	89 %
	Palm Oil Supply Chain	
	Maintain 100% palm oil volume Roundtable on Sustainable Palm Oil (RSPO) certified ⁽¹⁷⁾	100 %

As used in this Report, parentheses represent negative numbers. A negative number indicates a reduction when reported in connection with a reduction goal.

This statement has been reviewed and approved by the Board of Directors of Mondelez International, Inc. on May 20, 2025.

Dirk Van de Put
Chair & Chief Executive Officer, Mondelez International

ABOUT THIS REPORT: BASIS FOR PREPARATION

Human Rights Due Diligence Report is the lens through which we determine our Human Rights priorities to deliver on our Mission of leading the future of snacking. We have a clear strategic approach to making snacking right, so we can drive innovative, more sustainable business growth.

ABOUT THIS REPORT

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

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

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

ABOUT OUR ESG GOALS

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

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

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

FORWARD-LOOKING STATEMENTS

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

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

ESG REPORTING

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

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

ENDNOTES

(1)	Excludes closed manufacturing sites. Due to ongoing conflict in Russia and Ukraine, alternative social sustainability audits / on-site compliance mechanisms have been applied in those countries.	(12)	2024 reported information includes data from acquisitions such as Ricolino, Chipita, Clif bar and Give & Go, which differs from previous years. We are transitioning to absolute indicator numbers in our disclosures to provide a clearer and more accurate representation of safety performance. In previous years, data was presented as a percentage increase or decrease.
(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.	(13)	Reported information includes Tier-1 supplier sites connected to Mondelez International through Sedex that have either completed a full initial, full follow-up, or a periodic audit in the course of 2024.
(3)	Reported information for the period from January 1, 2024 to December 31, 2024 includes a Cocoa Life community in Ghana, Côte d'Ivoire, Nigeria or Cameroon (which differs from prior years) as covered by CLMRS if child labor sensitization has occurred in the community and one or more household(s) in the community were interviewed and at least seven CLMRS interviews were conducted in the community in total to identify children, if any, in or at risk of child labor, over the last 2 years (January 1, 2023 through December 31, 2024), even if any appropriate remediation and post-remediation follow-up has not yet occurred. CLMRS data is collected by and provided to Mondelez International by third parties. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.	(14)	Reported information for the period from January 1, 2024 to December 31, 2024 covers Brazil, Cameroon, Côte d'Ivoire, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years).
(4)	Reported information includes wholly owned and majority owned subsidiaries, except our Venezuelan subsidiaries that were deconsolidated in 2015.	(15)	Reported information for the period from January 1, 2024 to December 31, 2024 includes the total number of interviews in Ghana, Côte d'Ivoire, Nigeria or Cameroon that were conducted to identify children, if any, in or at risk of child labor, at least once over the last 2 years (January 1, 2023 through December 31, 2024), even if any appropriate remediation and post remediation follow-up has not yet occurred. CLMRS data is collected and provided to Mondelez International by third parties. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
(5)	Source: Euromonitor 2024.	(16)	Reported information for the period from January 1, 2024 to December 31, 2024 covers Brazil, Cameroon, Côte d'Ivoire, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years). Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
(6)	2024 reported information includes Clif bar.	(17)	This data is based on supplier provided information and utilizes estimation. It excludes palm oil purchased in the form of a component of other material and palm oil procured by third-party external manufacturers and co-packers for use in manufacturing Mondelez International finished goods.
(7)	2024 reported information includes Clif bar, Chipita, Ricolino and Gourmet Foods and in-kind donation figures generally reflect direct costs (which differs from previous years).	(18)	This data is based on supplier provided information. It excludes palm oil purchased in the form of a component of other material and palm oil procured by third-party external manufacturers & co-packers for use in manufacturing Mondelez International finished goods.
(8)	2024 reported information as of December 31, 2024.	(19)	Goal and reported information for cocoa volume sourced is based on a mass balance approach, which means that the equivalent volume of cocoa needed for the products sold under our chocolate brands is sourced from the Cocoa Life program. Reported information for the period from January 1, 2024 to December 31, 2024 includes volumes from cocoa producing countries Brazil, Côte d'Ivoire, Ecuador, Ghana, Indonesia, India, and Nigeria unless otherwise stated (which differs from prior years). Excludes markets where Mondelez International does not sell chocolate brands. Excludes organic certified consumer offers for Green & Black's. Reported information is verified by an independent third-party and available in our ESG Reporting & Disclosure Reporting Archive.
(9)	This chart reflects the slate of ten Director nominees for the 2025 Annual Meeting of Shareholders (See Notice of 2025 Annual Meeting of Shareholders and Annual Proxy Statement).		
(10)	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.		
(11)	2024 reported information includes data from acquisitions such as Ricolino, Chipita, Clif bar and Give & Go, which differs from previous years. We adjust our goals to better align with reporting requirements and industry best practice, and focus our Health & Safety metrics on Severity (unchanged) and TIR (Total Incident Rate).		

