



HUMAN RIGHTS DUE DILIGENCE & MODERN SLAVERY 2025 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, mindful of the UN Guiding Principles on Business and Human Rights (UNGPs), which, along with other external instruments, provide illustrative examples of approaches to support our commitment to fostering a safe, healthy and sustainable working environment, as detailed in our Human Rights Policy.

SOCIAL SUSTAINABILITY 2025 PROGRESS

~100%

of our manufacturing sites completed SMETA (Sedex Members Ethical Trade Audit) or equivalent audit within the past 3 years⁽¹⁾

~99%

of our prioritized supplier sites completed SMETA or equivalent audit in the past 3 years⁽¹⁾

~100%

of Cocoa Life communities in West Africa (Cameroon, Côte d'Ivoire, Ghana or Nigeria) are covered by a Child Labor Monitoring & Remediation System (CLMRS)⁽²⁾

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 outlines the steps taken by Mondelez International during the course of 2025 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 subsidiaries⁽³⁾ (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, 2025. The Board of Directors of each of these companies has approved this statement or will have approved this statement by the end of May 2026.

The Norwegian subsidiaries of Mondelez International, Mondelez Norge AS, Mondelez Norge Production AS, and Mondelez Europe Services GmbH NUF, that are subject to the Norwegian Transparency Act (Åpenhetsloven), adopted this group statement as their due diligence assessment (Aktsomhetsvurderinger) for the financial year ending December 31, 2025.

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.

- Find out more about our [Human Rights Position](#)
- Read [Our Human Rights Policy](#)

LEADING THE FUTURE OF SNACKING

We aim 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*, *LU*, *Clif Bar baked snacks* and *Tate's Bake Shop* biscuits 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.

Sustainability remains one of the four strategic pillars in our plan to drive long-term growth.

OUR STRATEGIC PILLARS

GROWTH Accelerating Consumer-Centric Growth

EXECUTION Driving Operational Excellence

CULTURE Building a Winning Growth Culture

SUSTAINABILITY Scaling More Sustainable Snacking

GLOBAL MARKET POSITION⁽⁵⁾

#1 Market position in biscuit **#2** Market position in chocolate
#3 Market position in cakes & pastries **#3** Market position in snack bars

IMPACT & SUSTAINABILITY STRATEGY ALIGNED WITH BUSINESS PRIORITIES

We continue 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 are best positioned to drive change, and aligned to our long-term business success.

EMBEDDING SUSTAINABILITY IN BUSINESS OPERATIONS

- Focus on priority topics significant to our long-term business success.
- Invest in pragmatic initiatives in support of our vision for positive, lasting impact on people and planet.
- Incorporate sustainability into day-to-day operations and drive value creation opportunities.
- Evolve organizational structures to integrate local business needs and manage enterprise risks.
- Regularly evaluate sustainability program performance and publish progress annually.

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 address climate risk through science-based targets, using natural resources end-to-end more efficiently and renewably.



MORE SUSTAINABLE INGREDIENTS

We develop signature sourcing programs for some 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.

OUR STRATEGIC PRIORITIES, FOCUS & AMBITIONS

Snacking Made Right is the lens through which we determine our sustainability priorities to deliver on our goal 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.

“Our business extends beyond our 91,000 employees, touching people and communities globally, including farmers, suppliers, manufacturing partners, distributors, customers, and consumers. Core to our Snacking Made Right strategy is continuing to have a positive and lasting impact on these various stakeholders and our approach to due diligence in Human Rights is key to realizing that objective.”

Dirk Van de Put
Chair & Chief Executive Officer
Mondelēz International



BUSINESS MODEL & VALUE CHAIN

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.

“From farmers cultivating our ingredients to workers processing them, we believe in promoting fair treatment across our supply chain. As part of our sustainability strategy we have defined roadmaps and robust due diligence in place: these efforts embed human rights deeply across our business, driving progress across our entire value chain.”

Darren O'Brien
Chief Cocoa Officer, and
Chief Corporate &
Government Affairs Officer
Mondelez International



- 1 AGRICULTURE COMMODITIES**
(e.g., cocoa, wheat, dairy)
- 2 PACKAGING MATERIALS**
(e.g., cardboard & paper, plastic)
- 3 SERVICES**
(e.g., utilities)

- 4 RESEARCH & DEVELOPMENT CENTERS**
- 5 MANUFACTURING FACILITIES**

- 6 DISTRIBUTION**
(e.g., warehouses)
- 7 CUSTOMERS**
(e.g., retailers, wholesalers)
- 8 CONSUMERS**

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.

	2025
Colleagues trained via web-based compliance training (#) ⁽⁶⁾	41,000
Live & interactive compliance training sessions (#) ⁽⁶⁾	235
Total contacts to the Ethics & Compliance Team reporting channels (#) ⁽⁶⁾	2,600

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.

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 several global eLearnings and other region/market-led training sessions each year. 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.

COMPLIANCE RISK ASSESSMENTS & AUDITS

As part of our risk management process at Mondelēz, Internal Audit regularly audits the Company’s internal controls and processes in consideration of evolving risks across markets in which we operate. Additionally, the Company typically conducts several audits covering anti-corruption policies and processes each year. These audits align with recognized guidelines and occur annually.

CODE OF CONDUCT

The Mondelēz International [Code of Conduct](#) 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, including the personal responsibility each employee has to conduct business legally and ethically. The Code is available online and has been translated into approximately 30 languages and made accessible to colleagues worldwide. Mondelēz International colleagues are trained on the Code on an annual basis and are required to read, understand and comply with the Code, which they acknowledge in writing. This annual sign-off includes provisions on topics such as bribery and corruption, antitrust and competition law, conflicts of interest, discrimination and harassment and others.

Our updated Code of Conduct training, mandatory for all colleagues, clearly communicates our commitment not to tolerate disrespect or violation of human rights, including child or forced labor in our facilities or supply chain. As part of the Code training, employees receive information and guidance on how to report ethical misconduct through the dedicated whistleblower hotline, and promote accountability and transparency within the Company.

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 2025, our Ethics & Compliance group received more than 2,600 contacts from around the world through our “Speaking Up” channels.⁽⁶⁾ These contacts included questions about our compliance policies and program or matters that we referred to other departments for handling. We received reports of misconduct that required investigation. Some of these matters resulted in disciplinary action, including the separation of people from the Company when appropriate.

REPORT TO MANAGEMENT AND THE BOARD

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

**EXTERNAL REPORTS OF WRONGDOING:
GRIEVANCE MECHANISM**

Our [Grievance Channel](#) is accessible to all, including workers in our value chain, local communities potentially affected by our activities and external third-parties such as civil society organizations that wish to bring issues to our attention. As such, it is a key component of our Human Rights and Environmental Due Diligence approach, and an important way for us to hear from rights-holders and their legitimate representatives.

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.

➔ Find out more about the Integrity WebLine at www.mdlzethics.com



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, and the volunteering and giving efforts of our colleagues all over the world.

	2025	2024	2023	2022
Total hours of volunteering (#) ⁽⁷⁾	31,000	40,000	29,000	19,000
Total number of volunteers (#) ⁽⁷⁾	7,000	9,000	8,000	10,000
Cash and in-kind donations (USD) ⁽⁸⁾	\$52M	\$48M	\$56M	\$54M

HUMANITARIAN AID & DISASTER RELIEF

As a global company, we believe it is important to respond to natural and humanitarian disasters in communities our business touches, and our efforts focus on supporting leading NGOs around the world. Since 2012, the 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.

HUMANITARIAN SUPPORT IN 2025

Our support for humanitarian relief in Ukraine began in 2022 with a pledge of \$15M. As a continuation of this support, in 2025, we furthered our collaboration with Charity Fund Blagomay. This established national NGO dedicates its efforts to providing essential supplies and equipment to healthcare facilities, schools, and orphanages, particularly those located near our manufacturing operations. Through coordinated efforts with our Foundation, we have delivered approximately \$12M in humanitarian aid to support Ukrainian relief initiatives.

CADBURY FOUNDATION TURNS 90

The Cadbury Foundation celebrated its 90th anniversary in 2025. It marked the milestone with a £90,000 donation to Trussell, a UK-based NGO helping to tackle hunger and hardship across the country. Celebrations continued internally with its 'Purple Heart Awards', recognizing Mondelez International colleagues for their community contributions.

SHARING THE LOVE OF OREO IN INDONESIA

Community projects and employee volunteering initiatives were woven into the broader Oreo Berbagi (Oreo Sharing) brand campaign in the country. Learning toolkits—which included materials, laptops and school bags—were distributed to 1,500 children across 10 provinces, and colleagues volunteered at 18 orphanages as part of their Purpose Day activations.

DONATING DURING EASTER IN BRAZIL

In an effort to show thanks to local farmers participating in the Cocoa Life program, and local communities across the country, 20,000 Lacta Easter eggs were distributed to over 13,000 families across 6 states. Additionally, nearly 80 employee volunteers donated their time to distribute these treats, as well as essential food baskets, and to facilitate games and activities with the community members.

INVESTING IN OUR SWEET HOME CHICAGO

Our global headquarters is located in Chicago, to which we recently reinforced our support in 2025. We are actively involved in a five-year, \$1M initiative that began in 2022 aimed at supporting the West and South sides, areas situated close to our corporate office and biscuit bakery, respectively. This sustained support is delivered through strategic partnerships with organizations like the Chicago Botanic Garden's Windy City Harvest, The Hatchery, and Urban Rivers. These collaborations are intended to help advance our objective of fostering economically, nutritionally, and environmentally secure communities. Additionally, our Chicago-based employees actively give their time and talents by volunteering with these organizations, including as part of our annual Purpose Day each October.



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 are mindful of the United Nations Guiding Principles on Business and Human Rights (UNGPs), which along with other external instruments, provide illustrative examples of approaches to help prevent and mitigate human rights risks, as detailed in our Human Rights policy.

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

“ Sustainable business is, and always will be, good business. That’s why 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. Treating everyone with care and integrity is core to who we are at Mondelez International and starts with our Human Rights Policy. ”

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



COMPREHENSIVE GOVERNANCE STRUCTURE

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

Board Oversight: Our Board oversees our sustainability-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 sustainability policies and programs related to significant corporate citizenship, social responsibility, and public policy issues. These include sustainability; food policy, labeling, marketing, and packaging; philanthropic and political activities and contributions; and the Board’s sustainability 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 progress indicators for incentive plans. We aim to ensure alignment of pay to performance and incentive plans aligned to shareholder interests. Our Strategic Progress Indicators (SPIs) for incentive plans include performance against sustainability priorities.
- **Audit Committee:** Oversees our safety priorities, goals and performance, and our sustainability-related disclosure and control processes in connection with filings with the SEC (the U.S. Securities and Exchange Commission).

Management Responsibilities: Management is responsible for the day-to-day management and oversight of sustainability programming and 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, our Chief Cocoa Officer, and Chief Corporate & Government Affairs Officer, and our EVP, Corporate & Legal Affairs, General Counsel and Corporate Secretary regularly report on sustainability matters to the Board and the Governance Committee.
- **Sustainability Huddle:** a senior leadership body, chaired by our Chief Impact Officer, and composed of key leaders from global functions and business units. The Huddle meets regularly to oversee and steer the Company’s sustainability strategy, including its environmental and social pillars.

Our sustainability goals are part of our risk and strategic planning processes. 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 sustainability 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.

We believe our environmental and social sustainability initiatives are pragmatic, focusing on priority topics that align with our global business strategies and support value creation. Sustainability initiatives at Mondelez International are incorporated into our day-to-day operations, as appropriate, and aligned with our internal processes and procedures for capital investment and financial return. We periodically assess these initiatives for continued relevance and financial impact and publish progress annually in our Snacking Made Right report.

Like other investments and strategic actions, our sustainability initiatives are designed to help accelerate growth and competitiveness, in keeping with our core business principles:

- Protecting product quality and safety
- Investing in consumer-centric innovation
- Building win-win partnerships
- Improving supply chain efficiency and resiliency
- Complying with evolving laws, rules, and regulations
- Delivering strong returns to our shareholders

FOCUSED ON TRANSPARENCY & ACCOUNTABILITY

We strive to 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.

In 2025, we continued to enhance our reporting to meet evolving requirements worldwide. Our activities included regularly enhancing of our internal procedures and controls on Sustainability Reporting Standards. This process aims to provide 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.

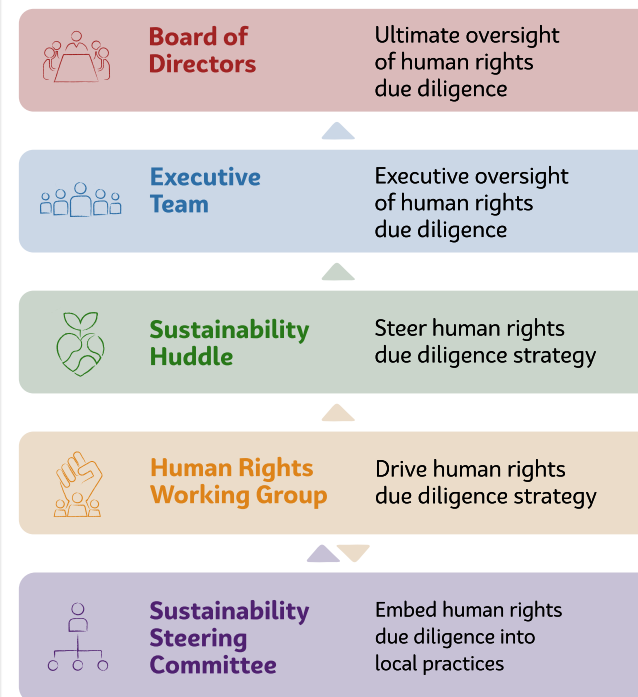
HUMAN RIGHTS GOVERNANCE

The Mondelez 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 on a quarterly basis, 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 ~91,000 global colleagues and local communities.⁽⁹⁾ The committee is made up of senior functional and business unit leaders.



EMBEDDING HRDD AT LOCAL LEVEL

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 are responsible for embedding the global approach into local practices, driving local initiatives and tracking progress against the Company's global sustainability goals.

WORKING IN PARTNERSHIP

As part of our goal to promote 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. We also actively engage with multiple sustainability ratings organizations as we advance our disclosure and promote transparency. This two-way dialogue helps inform our sustainability 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.

Our Approach

Identifying Risks

Stakeholder Engagement

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 defined 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.

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.



IDENTIFYING RISKS ACROSS THE VALUE CHAIN

RISK ASSESSMENT

As part of our ongoing due diligence, we completed our annual human rights risk assessment across our value chain. This process considered external developments, such as changes in operational context and conflict areas, as well as lessons from previous assessments. With support from sustainability consultants twentyfifty, following best practice methodology, we mapped our value chain, identified key rights-holders, assessed risks using international indicators, and prioritized issues based on severity and our ability to address them. The results guide our efforts to mitigate and monitor human rights risks in our operations and supply chain.

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, discrimination, 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.



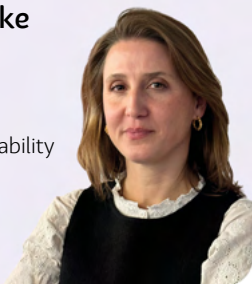
SCOPE	OWN OPERATIONS Employees and contractors across ~46 countries	TIER 1 SUPPLIERS OF “DIRECT” MATERIALS Ingredients, packaging and external manufacturing across more than 79 countries	TIER 1 SUPPLIERS OF “INDIRECT” SERVICES Including warehousing, transport, facilities management and logistics across ~80 countries	UPSTREAM SUPPLY OF INGREDIENTS (FARM LEVEL) ~153 ingredients (including highest volume ingredients: cocoa, dairy, hazelnuts, palm oil, soybean, sugar beet, sugarcane, wheat) across ~72 countries
KEY RIGHTS-HOLDERS	Manufacturing workers, contract workers, migrant workers, sales staff and merchandisers	Manufacturing workers, contract workers and migrant workers	Drivers, shipping workers, migrant workers and contract workers	Farmers, women, children, migrant workers and indigenous communities
SALIENT HUMAN RIGHTS RISKS ⁽¹⁰⁾	<ul style="list-style-type: none"> Child labor Discrimination Forced labor Freedom of association Health and safety Income and wages Working hours 	<ul style="list-style-type: none"> Child labor Discrimination Forced labor Freedom of association Health and safety Income and wages Working hours 	<ul style="list-style-type: none"> Discrimination Forced labor Freedom of association Health and safety Income and wages Working hours 	<ul style="list-style-type: none"> Access to water Child labor Forced labor Impact of climate change Income and wages Land rights Women’s rights

STAKEHOLDER ENGAGEMENT

It is important that we engage directly with our key internal and external stakeholders to understand potential sustainability and human rights impacts and also to inform how we develop our strategy and approach.

“Achieving widespread change across entire supply chains is more than one company can do on its own. It calls for listening to the voices of those who may be affected and collaborating with others across the sector. This is why we value multi-stakeholder platforms and their potential to drive meaningful positive impact at scale for the people who make up our value chain.”

Virginie Mahin
Senior Director of Social Sustainability and Stakeholder Engagement
Mondelez International



Hearing our stakeholders’ voices helps us drive meaningful positive impact for people who make up our value chain.

IDENTIFYING OUR STAKEHOLDERS

In 2025, we continued to formalize our approach to stakeholder engagement in order to support the preparation for our double materiality assessment.

Our stakeholders belong to different groups:

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

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

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

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

➔ 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

We have an education program in place to upskill employees more deeply about issues facing people and the planet 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. We use a variety of tools to educate our employees including informational videos, academy training workshops and a dedicated information hub to share a variety of sustainability-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 and/or a Code of Conduct training which covers topics such as human rights, food safety, security and environmental topics.

Our 2025 employee engagement score increased to 81 on our two engagement score items: Satisfaction & Recommend.⁽¹⁾ Positioning Mondelez International as a top tier company ahead of about 75% of our peer companies (Global Top 25). It speaks to the commitment and dedication our people have in Mondelez International, reinforcing our path toward being the most engaged organization in the CPG industry.

Our latest global engagement survey found that:

- Year after year, our employees make their voices heard, demonstrating trust and commitment to shaping our workplace. During 2025, we had a participation rate of 93% of our employees (growing +3pts vs prior year).⁽¹⁾
- Our leaders’ dedication on “Taking Action” stands well above market standards, with approximately 6 points above the market, showing a clear commitment to turning insights into meaningful improvements.
- Our people feel a strong 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 with approximately 5 points above market.
- Our results reflect strong employee commitment, with “intent to stay” strongly above the market benchmark.

Our winning culture is consistently recognized by leading external institutions in 2025, reflected in 16 Brandon Hall Awards, Fortune world’s most admired companies and our designation as a Global Top Employer across 28 countries and five regions.



ENGAGING WITH EXTERNAL STAKEHOLDERS

At Mondelez International, we communicate to internal and external stakeholders on our environmental, social and governance programs through a variety of sustainability materials including this report, our corporate website, and a variety of sustainability 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 global sustainability 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.

ENGAGING WITH POTENTIALLY AFFECTED RIGHTS-HOLDERS IN OUR VALUE CHAIN

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

OUR OWN WORKFORCE

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

We are proud of our annual employee engagement survey. In 2025 93% of employees participated in our annual survey.⁽¹⁾

Our social audit programs are based on the Sedex Members Ethical Trade Audit (SMETA) which is a common industry standard for the consumer goods industry. We value the Sedex worker voice component, and include interviews with workers in our programs, including contractors, both for our own operations and supply chain.⁽¹⁾

WORKERS AND FARMERS IN OUR VALUE CHAIN, AND THEIR COMMUNITIES

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

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

In addition, we are actively engaged in several multi-stakeholder initiatives in cocoa and other key ingredient sectors. For instance, we serve on the board of directors of the International Cocoa Initiative (ICI), alongside development NGOs, civil society experts and representatives of smallholder farmers.

In 2024, we with other members of the German Initiative on Sustainable Cocoa (GISCO) and research partners RISOME and Audace Institut Afrique assessed the feasibility of a cross-company grievance mechanism in the cocoa sector in Côte d'Ivoire. The research relied on a participatory approach, with local cocoa stakeholders interviews and field studies across three regions in Côte d'Ivoire. This geographical spread aimed to ensure diverse sociological contexts were represented. The final concept of grievance mechanism was presented and the full study is available on the [GISCO website](#). In 2025 we continued working with GISCO on refining the approach to help ensure that the pilot grievance mechanism, which is planned to be rolled-out in a number of Ivorian villages in 2026, is most impactful.

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

In the palm oil sector, we continued work between the Consumer Goods Forum (CGF) Human Rights Coalition and CGF Forest Positive Coalition actively engaging and supporting the development of a new [Best Practice Note for Business on Human Rights Defenders](#), outlining practical ways for consumer goods companies to support the rights of this vulnerable group. With insights from stakeholders, the note recommends the implementation of preventative measures and practical ways for companies to embed Defender protections into their existing human rights due diligence processes, such as grievance mechanisms and supplier engagement processes, to help identify risks early and address them effectively.

In 2025, we joined a new initiative by the Global Child Forum called "[Beyond Compliance: Children's Rights and the Future of Supply Chain Responsibility](#)". As part of this initiative, alongside other FMCG companies, we contributed to the co-development of the Children's Rights & Business Atlas as a practical due diligence tool to help identify risks to children in business supply chains. This will be made available in 2026 and will support the business sector in understanding how children's rights are impacted across the world.

GRIEVANCE MECHANISM

As well as proactive engagement, we also make sure it is possible for 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 local communities associated with our supply chain.

ENGAGEMENT VIA INDUSTRY AND MULTI-STAKEHOLDER COALITIONS

COLLABORATING WITH SECTOR STAKEHOLDERS

Achieving widespread change across entire supply chains needs the work of many organizations, so we collaborate with peer companies and expert organizations.

PARTNERSHIPS: COLLABORATING FOR CHANGE

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



CONSUMER GOODS FORUM

Our Chair and CEO, Dirk van de Put, co-chaired The Consumer Goods Forum from 2023 to 2025, alongside Frans Muller, President and CEO of Ahold Delhaize. We are committed to this CEO-led organization's vision of creating better lives through better business. We believe that by collaborating with other industry leaders, we can drive positive change at scale. Since 2017 Dirk also serves as a CEO co-sponsor of The Global Food Safety Initiative (GFSI). In 2025 colleagues from Mondelez International continued to co-chair the Human Rights Coalition, participate actively in the Climate Transition, Forest Positive and Plastic Waste Coalitions of Action, and serve on the Latam and China regional boards.

Using the CGF HRC framework we continue to strengthen our approaches to tackling forced labor in our own operations. The CGF HRC recently published a new report: [Tackling Forced Labor Through Human Rights Due Diligence](#). The report aims to help to promote transparency and its maturity framework as an effective way for the wider consumer goods industry to approach HRDD and ensure we're all delivering best practices for people.



WORLD COCOA FOUNDATION

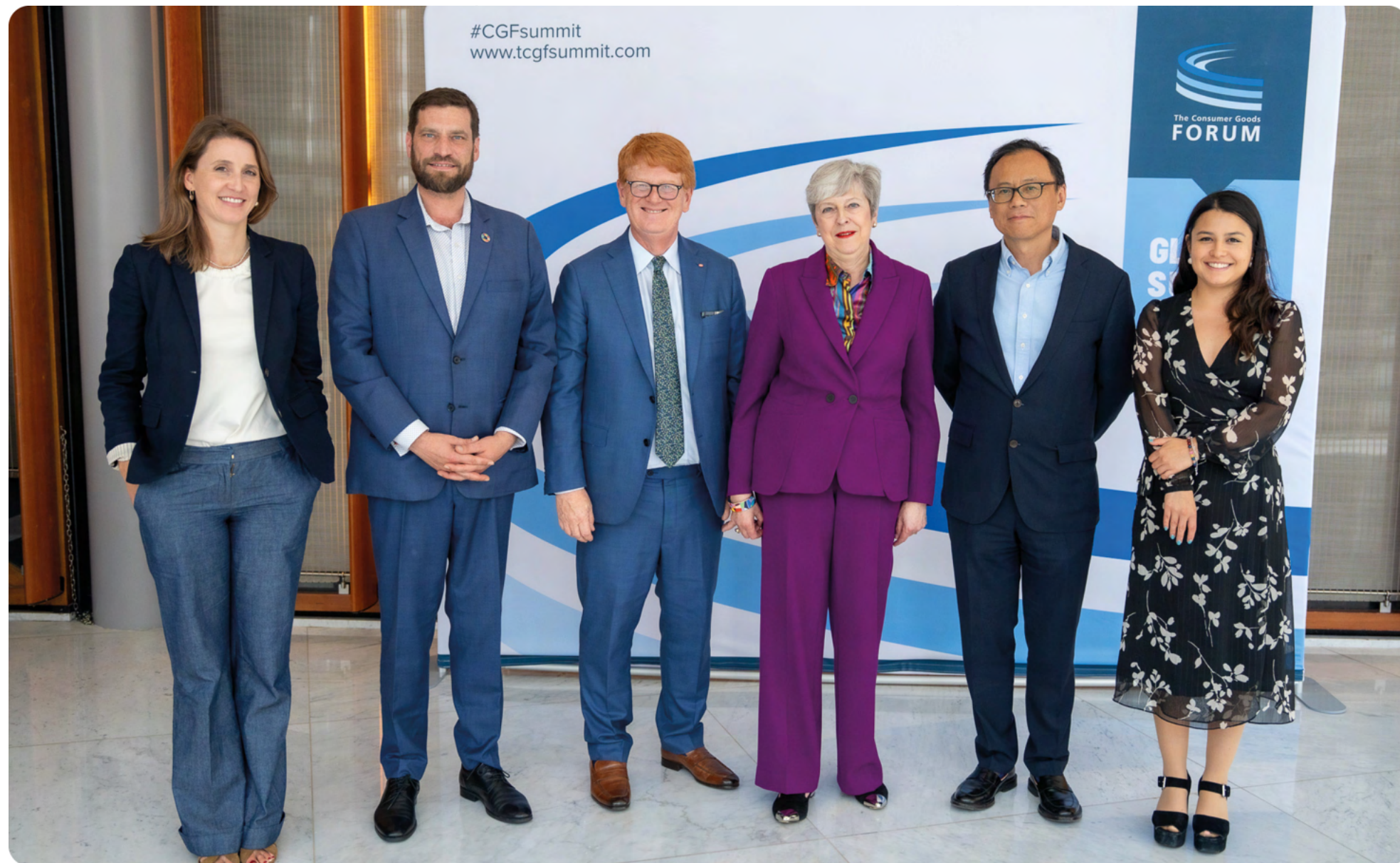
From 2023 to 2025, our Chief Impact and Sustainability Officer, Christine Montenegro McGrath, served as WCF’s Chairperson. Since then, we have further supported the Foundation’s vision to catalyze a thriving and equitable cocoa sector that works to help improve farmer income, reverse deforestation and combat child labor.



INTERNATIONAL COCOA INITIATIVE

We also serve on the board of directors of the multi-stakeholder platform ICI, 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.

<p>Mondelēz International, Inc. established</p> <p>Joins AIM Progress, the Consumer Goods Forum, the World Cocoa Foundation and the International Cocoa Initiative</p>	<p>Supports Consumer Goods Forum to help eradicate forced labor from global supply chains by establishing three "Priority Industry Principles"</p>	 <p>Commissions assessment of issues affecting migrant workers in the Palm Oil Sector</p>	 <p>Publishes Human Rights Policy</p>	 <p>Cocoa Life continues to help combat child labor with protection systems and education</p>	 <p>CEO joins The Consumer Goods Forum as new Co-Chair, announcing new ambition to accelerate sustainability</p>	 <p>Joins the Coalition for Responsible Sugarcane India (CSRI), to embed sustainable practices and respect for human rights across the sugar value chain in India</p>	 <p>As co-chair of CGF HRC helps develop and publish the Best Practice Note for Business on Human Rights Defenders</p>
<h2>2012</h2>	<h2>2016</h2>	<h2>2020</h2>	<h2>2021</h2>	<h2>2022</h2>	<h2>2023</h2>	<h2>2024</h2>	<h2>2025</h2>
<p>Cocoa Life launches. Mondelēz International begins working with smallholder farmers</p>	<p>Partners with Embode to help address child labor in Ghana and Côte d'Ivoire</p>	 <p>Groundbreaking public-private partnership to improve education in Côte d'Ivoire cocoa-growing region</p>	<p>Joins newly launched Consumer Goods Forum Human Rights Coalition to help tackle forced labor</p>	<p>Co-chairs public-private partnership to tackle child labor in Turkish hazelnut supply chain and support with strategic guidance and funding</p>	<p>Steps up to co-lead The Consumer Goods Forum Human Rights Coalitions (CGF HRC)</p>	<p>Joins System Change Architecture for Learning Excellence (SCALE) public-private partnership to help improve the quality of education in Ghana</p>	<p>Partners with Global WageMap Initiative to support the launch of the Living Wage Reference Standard</p>
							

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% manufacturing sites completed SMETA or equivalent audit within the past 3 years⁽¹⁾

	2025	2024	2023	2022
Manufacturing sites completed SMETA or equivalent audit within the past 3 years (%) ⁽¹⁾	100 %	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 are mindful of the UN Guiding Principles on Business and Human Rights (UNGPs), which provide illustrative examples 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 their 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 2025. 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 prioritize our efforts in the right areas.

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 participants in our supply chain to achieve the same.

Throughout 2025, 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 100% 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 continued our HRDD programs beyond manufacturing to cover our owned warehousing operations. 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.

Sedex’s SMETA 7 methodology is designed to provide a more focused audit and to enhance identification of harder to detect issues. In 2025, our People Team at our manufacturing sites around the world conducted capability sessions to build awareness of this enhanced approach, and to help further prevent potential negative impacts on our manufacturing workforce.

To prepare our recently acquired and now fully integrated manufacturing sites we deployed an onboarding training across both the Sedex platform and SMETA Audit process for all our People Leads across sites due their initial SMETA audit in 2026.

We continued to build the capability of our people, building awareness and understanding of our global employee population to recognize, prevent and address human rights issues including child and forced labor.

To help extend coverage to all parts of our business, we enhanced our mergers and acquisition integration process so that colleagues within new parts of the business understand our policies and are empowered to implement our HRDD programs.

“ Our ambition of becoming an industry leading high-performance organization, can only be achieved by putting our people at the center. Embedding human rights due diligence into our daily operations and business unit governance structure is the essential foundation on which we’re building our efforts to manage potential human rights risks, to help ensure we treat everyone at our sites with care and integrity. ”

Betina Corbellini
Vice President Human Resources
Global Supply Chain
Mondelēz International



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. Mondelez International has been a strong supporter of the [Priority Industry Principles against Forced Labor](#), and as a recently re-elected co-chair of the CGF's Human Rights Coalition, we work collaboratively with consumer goods manufacturing peers and retailers towards a common goal to help combat forced labor, as well as promote decent working conditions and sustainable supply chains across the industry.

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

Since launching our dedicated Human Rights Policy in 2021, we have prioritized capability building and prevention, training approximately 50,000 colleagues on human rights topics. This training is now a core part of our onboarding process for new employees and is accessible online in over thirty languages. For colleagues working in factories, the training has been adapted for in-person delivery in local languages, with plans to continue the roll out across our snack factories through 2026.

We expanded our Human Rights Due Diligence (HRDD) systems to include our warehousing operations, delivering specialized training for managers at logistics sites. To date, around 7,000 employees in manufacturing and logistics have completed the human rights training. Additionally, a more advanced, mandatory module on forced labor prevention is required for colleagues in key stewardship roles such as procurement, human resources, and site leadership, with over 3,000 employees having completed this module.

These efforts are part of our broader commitment to embed human rights awareness and risk mitigation throughout our operations and supply chain. By equipping employees at all levels with the knowledge and tools to identify and address human rights risks, we aim to foster a culture of prevention and continuous improvement, ensuring that our business practices align with our values and global standards.

Using the findings of our annual risk assessment as the basis for prioritization, we seek to enhance human rights capability in business units considered to be in high-risk areas, through our Human Rights Check-In program.

In 2025, we rolled out this program across our Sub-Saharan Africa (SSA) business unit, which includes Nigeria, South Africa, and Eswatini. Aiming to go beyond audits this program seeks to identify potential human rights issues, and further embed a preventative approach. The program also seeks to highlight best practice, reducing the need for Sedex Follow-Up audits and driving meaningful dialogue at a regional and global level. This approach complements our SMETA audit program by building capability and continuing to embed HRDD in local business unit's business as usual.

We enhanced the program by widening the scope of functions to include our Procurement teams, and focused on potential human rights risks across the value chain including within our supplier base. We sought to conduct horizon scanning including regional insights, emerging trends, as well as highlighting conflict affected and high-risk regions and their potential impacts.

All sites in our SSA business unit demonstrated a preventative mindset in mitigating potential human rights. From sharing best practice across the sites to implementing strong governance and evolving management systems to track due diligence. The learnings from the program will be shared with other regions.

Other business units also continued their efforts to build local capability. For example, our North American business units conducted preparatory SMETA audit training ahead of their audit cycle. The training covered the audit process, non-conformance closure as well as a refresher on how to navigate the Sedex platform.

“ The Human Rights Check In created a space outside of the audit process for our Plant Teams to learn from each other, deep-dive into drivers of non-conformances and explore potential human rights risks. These included the potential impacts that a slower moving legislative pace can have on business’ human rights due diligence. ”

Juliet Tshela
Corporate & Government Affairs
Country Manager, BU
Sustainability Lead, SSA
Mondelez International



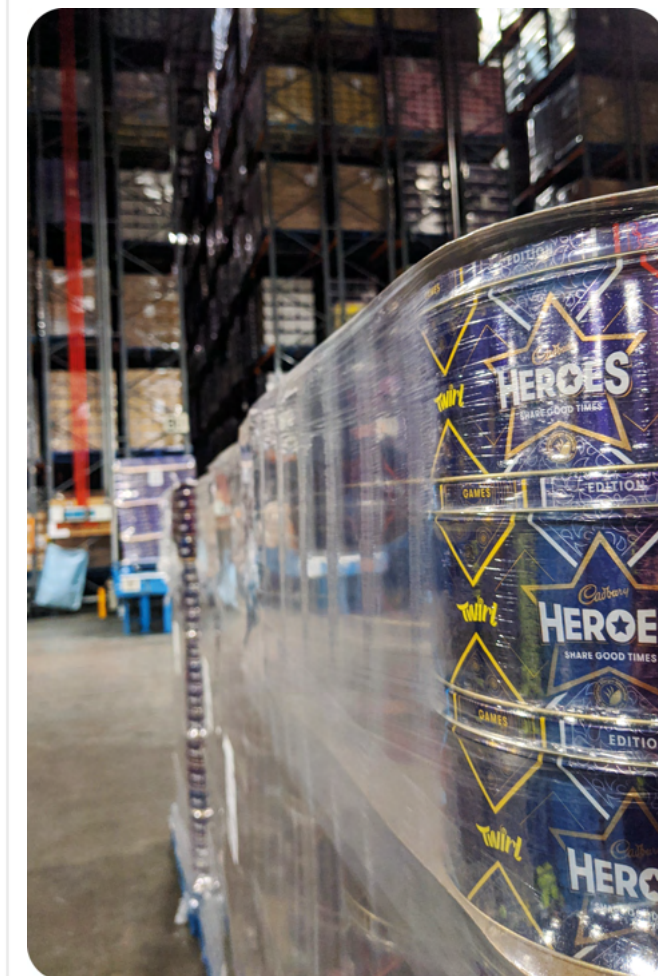
LIVING WAGE

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 2025, 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 with our endeavors to treat everyone 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.



HEALTH & SAFETY

At Mondelēz International, the safety and well-being of our colleagues is a core value that we endeavor to have permeate every aspect of our operations rather than merely a corporate policy or a compliance check. We believe in creating a safe and healthy working environment for all employees, contractors, and visitors across our locations through our rigorous adherence to global and local standards, ongoing assessments, and capability building aimed at reducing risk and workplace incidents.

WORKPLACE SAFETY GOAL

ZERO

Total Severity and Total Incident Rate (TIR) with continued focus to reduce Severity 1 safety incidents to zero⁽¹³⁾

	2025
Total Severity (Year-on-Year) (%) ⁽¹³⁾⁽¹⁴⁾	(30)%
Lost Time Incidents (LTI) (#) ⁽¹⁴⁾	191
Lost Time Injury Frequency Rate (LTIFR) (#) ⁽¹⁴⁾	0.77
Total Recordable Incidents (#) ⁽¹⁴⁾	308
Total Incident Rate (TIR) (#) ⁽¹³⁾	0.25

Our commitment to health and safety, actively supported by our CEO and senior leadership, helps to foster an inclusive environment where employees are empowered and engaged in shaping our journey. We strive to reduce unsafe conditions and behaviors through investments in a safety culture, evolving standards, effective incident management, digital tools, ongoing capability building, and meaningful consultation — all of which help to drive our pursuit of a world-class, healthy, and safe workplace. At Mondelēz International, we believe safety extends beyond rules and standards; it is a conscious choice we make every day to live safely and healthy, both inside and outside of the workplace.

STRIVING FOR WORKPLACE SAFETY

Our "Work, Play, Live, Safe" program at Mondelēz International is designed to foster a comprehensive culture of safety for every individual, including employees, contractors, and visitors, across all our diverse locations from factories to tech centers to the sales field. We are investing in training and guidance for daily operations, strategically developed to cultivate safe practices, conducive environments, and efficient ways of working to continually promote our guiding safety principles:

- 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.

This program reinforces that everyone bears responsibility for safety, with leaders held accountable, and working safely is a condition of employment, all driving our ambition for an accident-free workplace.

Our commitment is to strive for a workplace where health and safety are paramount, reducing risks across four key areas:

- **Occupational Health:** Protecting our employees from 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.

We aim for a proactive approach that prioritizes a safe and healthy environment, meeting and exceeding, at times, applicable health and safety regulations, and nurturing a strong safety culture through continual investment in our people and facilities. Our comprehensive Health, Safety and Environment standards, coupled with a commitment to ongoing improvement, are critical to maintaining this culture of safety and compliance.

ACTION PLANS & PROGRESS

Mondelēz International strives to achieve high standards of HSE performance across its global operations. Our dedication and significant achievements are evidenced by the following key metrics and strategic initiatives.

Our strategic focus at Mondelēz International is to reduce all severity incidents across our operations. By embracing Total Severity as our Tier 1 metric, we aim to align our measurement with this overarching objective and so that incidents which may not have resulted in a life-altering injury but had the potential to do so are given the attention they deserve. It moves us beyond reactive reporting of worst-case scenarios to a proactive stance that addresses precursors and systemic risks.

- **Total Severity Incident Reduction:** Achieved a 30% reduction in severity incidents compared to 2024.⁽¹³⁾⁽¹⁵⁾
- **Total Incident Rate (TIR):** Maintained a Total Incident Rate (TIR) of approximately 0.25, which is significantly below the global benchmark of 0.5 and indicative of world-class performance.⁽¹³⁾

WORKPLACE SAFETY PROGRESS

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

- **Standards & Work Processes:** We aim to continually refine our Global HSE Standards and Work Processes to mitigate risk. This iterative improvement is driven by external benchmarking and critical learnings derived from thorough incident root cause analyses, promoting optimal operational practices.
- **Capability Building:** Our focus on enhancing expertise is demonstrated through ongoing face-to-face and virtual workshops. These programs are designed to improve local subject matter expertise and promote the effective application of personal and process safety standards.
- **Safety Investments:** Leadership's commitment is reflected in the approval of over \$300M dedicated to further enhancing process safety improvements, particularly in dust and fire safety protection.
- **HSE Assessments:** We have in place a robust HSE Assessment program to identify leading practices and areas for improvement. This helps strengthen our safety culture and capabilities directly on the shop floor.
- **Incident Management:** A rigorous focus on Incident Management is pursued through detailed Root Cause Analyses reviews with Senior Management. This helps support the eradication of repetitive incidents across the business.
- **HSE Maturity:** We actively promote a strong HSE culture and strive for compliance across all facilities. This helps drive continual improvement, facilitate the sharing of leading practices, and advance our HSE maturity towards industry-leading standards.

OUR PRIORITIES FOR 2026

While we are proud of our positive performance, we strive for ongoing improvement. In 2026, we plan to strategically focus on enhancing key areas to further strengthen our operations and impact:

- **High Severity Incidents:** We are actively implementing solutions to refine behaviors, bolster controls, and enhance capabilities across both manufacturing and commercial operations. By including Severity 2 and 3 incidents, we aim to enhance our capacity for early identification and mitigation of risks. This is expected to help facilitate more thorough root cause analyses and implement corrective actions on incidents that, if ignored, could eventually lead to Severity 1 events.
- **Priority Standards:** We are continuing to work to address high-risk gaps and strengthen protection and prevention systems. through this work, we hope to continue elevating our HSE performance.
- **Digital & Capability:** We are investing in advanced digital solutions and capabilities designed to optimize work processes and tools. This initiative aims to improve efficiency and enhance ways of working directly on the shop floor.
- **Commercial Safety:** Policies and standards are undergoing revision with the ambition of having the high levels of safety practices across our warehouses, office environments, and vehicle fleet and merchandiser operations.

We remain dedicated to making a positive impact globally and within the communities we serve, helping to foster a safe and sustainable future for all.



HUMAN RIGHTS IN SUPPLY CHAINS

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

“ Across our key ingredients, we continue working on interrelated systemic issues to help improve the wellbeing and working conditions of farmers, workers and their communities. We aim to support addressing cross-cutting themes such as human and labor rights, including forced and child labor, land rights and the rights of Human Rights Defenders, as well as good agricultural practices and issues linked to deforestation. ”

Rebecca Nguyen
Social Sustainability & Stakeholder
Engagement Manager
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 this report and our annual Snacking Made Right report.

➤ Find out more in our [human rights position](#)

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 2025, 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, and confirmed that further upstream in the supply chain cocoa, palm oil, hazelnuts, and sugarcane remain 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, hazelnuts and sugarcane. 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.

SIGNATURE PROGRAMS

Our ambition is to source our key ingredients more sustainably, and to support more economically and socially resilient communities. To help deliver on this ambition, we have sustainable sourcing programs across cocoa and wheat with innovative approaches focused on addressing environmental and social challenges in these supply chains.

We understand how people and the planet are inextricably connected. That’s why we’ve designed our signature sourcing programs to be holistic to help drive systemic change and measurable impact. And it’s why we follow a value chain approach, starting with people and communities where these ingredients are grown.

Our sustainable ingredient sourcing programs have been 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 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.
- This approach is designed to help deliver the type of change we aim to scale for greater impact, and we are using the learnings from our experience to advance our approaches.

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](#)

SUPPLIER EXPECTATIONS

We expect our suppliers to respect human rights and live up to the same high standards that we apply to our own operations, as laid out in our Human Rights Policy.

We are mindful of the UNGPs, which, along with other external instruments, provide illustrative examples to guide our strategic approach to human rights for our own workforce and beyond, as detailed in our Human Rights Policy

As part of our supplier agreements our suppliers must acknowledge that they will adhere to our Supplier Code of Conduct. In addition to complying with all laws and regulations, suppliers must comply with Mondelēz International’s expectations in terms of Human Rights, including the human rights due diligence requirements laid out in our [Corporate Social Responsibility \(CSR\) contract clauses](#).

- Find out more about [UNGPs](#)
- Find out more in our [Human Rights Policy](#)
- Find out more in our [Supplier Code of Conduct](#)
- Find out more in our [CSR contract clauses](#)

TIER 1 SUPPLIERS

SMETA SUPPLIER SITE GOAL

~100%

prioritized supplier sites completed SMETA or equivalent audit in past 3 years⁽¹⁾

	2025	2024	2023
Prioritized supplier sites completed SMETA or equivalent audit in past 3 years (%) ⁽¹⁾	99 %	98 %	90 %
Tier 1 SMETA suppliers audited (#) ⁽¹⁾⁽²⁾	1,237	649	—

KEY HUMAN RIGHTS RISKS AND SYSTEMIC CHALLENGES

Our annual human rights risk assessment confirmed that risks within our tier 1 supplier base continue to be shared across the sector and include child labor, discrimination, forced labor, freedom of association, health and safety, income and wages, and working hours. The findings helped to further prioritize and enhance our tier 1 supplier HRDD program.

We work with thousands of suppliers, consultants, and businesses 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 2025, we continued our work to improve our tier-1 supplier HRDD program, completing 1,237 SMETA audits, covering approximately 99% of our prioritized suppliers across our three year cycle.⁽¹⁾⁽²⁾

Our supplier SMETA audit program covers our external manufacturing, co-packing and licensing suppliers, and is gradually scaling to also cover our ingredient and packaging suppliers. To cover warehouses and distribution centers, we also continued to roll out the customized social assessments adapted to cover logistic sites.

SUPPLIER CAPABILITY BUILDING

Going beyond audits to help prevent potential human rights issues from occurring in our supplier base, we aim to help equip our suppliers to implement HRDD leading practices. To engage our suppliers in higher-risk sectors and help build their capability on these topics, we've partnered with other manufacturers under the umbrella of AIM-Progress. Since 2024, more than ~100 of our tier-1 prioritized suppliers have attended these joint industry trainings across Brazil, Mexico, India and the US.

These programs, delivered by AIM-Progress, included human rights topics such as:

- Implementation of effective human rights and environmental due diligence systems

- Mitigating business risks by fostering a strong understanding of HRDD concepts, business relevance, and implementation approaches
- Promoting worker well-being and productivity by learning best practices and practical case studies on HRDD, contracting standards and grievance mechanisms
- In the U.S., building on the supplier training developed by Vérité for AIM-Progress, we continued supplier capability efforts, focusing on external manufacturing suppliers

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

“ The world continued to change rapidly in 2025. In response, our supplier HRDD program prioritized higher-risk regions to deepen supplier capability across human rights risks with a focus on responsible recruitment, preventing child labor and forced labor. 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
Mondelēz International



SUPPLIER ENGAGEMENT

From sites where our beloved snacks are made, to the people who ensure they reach shop shelves every day, one of the main focus areas in human rights due diligence is active engagement and dialogue.

In 2025, we completed our supplier engagement pilot focused on HRDD in cross-border road freight in Mondelēz European business

units, deepening our understanding of the risks truck drivers are exposed to. We partnered with third-party experts to enhance supplier capacity in HRDD and foster discussions on worker welfare within the sector. Leveraging the insights gained from this pilot, we have since implemented a HRDD scorecard for cross-border transport providers across our European business units.

Furthermore, we are actively engaged in sector-wide conversations to improve HRDD tools tailored for logistics and transport providers, particularly through a newly formed working group within AIM Progress.

As Co-Chair of the CGF Human Rights Coalition, in 2025 we partnered with other food manufacturers and retailers through CGF and AIM Progress to help develop the [Converged Human Rights & Environment Due Diligence \(HREDD\) 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 HREDD and allows businesses to proactively identify, prevent and address both human rights and environmental risks and impacts. The wide adoption of this aligned methodology aims to help drive efficiency for the sector and maximize positive outcomes along the value chain.

MAINSTREAMING LIVING WAGE

Since 2024, we have been supporting the global WageMap initiative, contributing to its mission to support the achievement of living wages for workers globally. Our involvement aims to bring more consistency to methodologies and advance positive change across diverse stakeholder perspectives on living wages. In November 2025 and following several rounds of public consultations involving a wide range of stakeholders, the launch of the [WageMap Living Wage Reference Standard](#) marked a major milestone in the global movement for living wages. In addition to its work on the 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 prioritized strategic suppliers engaged on a living wage roadmap by 2030.

COCOA SUPPLY CHAIN

CLMRS GOAL

100%

Cocoa Life communities in West Africa by 2025 (Cameroon, Côte d'Ivoire, Ghana or Nigeria) are covered by a Child Labor Monitoring & Remediation System (CLMRS)⁽²⁾

	2025
Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 (%) ⁽²⁾	100 %
Number of Cocoa Life communities in West Africa covered by a Child Labor Monitoring & Remediation System (CLMRS) (#) ⁽¹⁶⁾	2,311
Number of active communities registered in the Cocoa Life program (#) ⁽¹⁷⁾	2,700
Community members involved in additional income generating activities (#) ⁽¹⁸⁾	395,000
Community members participating in Village Savings and Loan Associations (VSLAs) (#) ⁽¹⁸⁾	461,000
Village Savings and Loan Associations (VSLAs) operational (#) ⁽¹⁸⁾	7,800

KEY HUMAN RIGHTS RISKS AND SYSTEMIC CHALLENGES

Our annual human rights risk assessment confirmed that the cocoa supply chain continues to face salient, shared risks. These include, but are not limited to, forced labor, child labor, challenges related to living income and impact of climate change. 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 to protect children.

ACTIONS SUPPORTING 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.

The support provided by Cocoa Life includes farmer trainings, incentives and purchasing practices. We work with suppliers and NGOs to provide this and to help farmers improve cocoa productivity and generate income from additional businesses. By the end of 2025, approximately 202,000 farmers were trained on Good Agricultural Practices to help improve farm productivity and approximately 395,000 community members (men & women) were involved in additional income generating activities to help promote income diversification.⁽¹⁸⁾

Improved agricultural practices have the potential to help farmers increase the cocoa volume they harvest and their income. However, getting professional support and paying for it is beyond the means of many.

This is why Cocoa Life launched a new pilot project to provide certain incentives to help encourage farming families to consider professional labor support that could potentially improve good agricultural practices. Essentially, the participating family would receive funds to help cover professional labor support, with a

portion remaining for investment in other household or farm needs. Participating households can also receive an incentive, to help send children to school. By the end of 2025, the pilot had registered approximately 7,200 interested farming households, contracted approximately 5,500 professional labor interventions, and paid benefits to approximately 4,400 households. We plan to use the information from this pilot to assess future activities and implementation models, such as those involving suppliers or farmer cooperatives.

We also help support Village Savings and Loans Associations (VSLAs), which have been indicated as key drivers of financial empowerment in rural development literature. 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 have been shown to 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 in producing countries to better understand the situation of and potential risks to farming families. 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.

ACTIONS SUPPORTING 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.

The communities that joined the program by 2025, received support from our NGO partners in accordance with community assessments in areas such as community planning, household micro-finance opportunities, and potential labor risks, which include child labor. The support provided by NGO partners followed roadmaps for community development planning and aimed at enabling communities to advocate for their needs, secure funding and drive positive change. Based on several years of implementing community activities and the progress toward helping advance community development processes, some of our longest standing relations with some communities came to an end in 2025.

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 2025, approximately 53% of community members participating in VSLAs were women.⁽¹⁸⁾

ACTIONS HELPING 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 that help respond to local needs, such as, improving farmer net income from cocoa and other sources, improving access to quality education and empowering 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 further scaled the CLMRS to cover approximately 100% of Cocoa Life communities in West Africa by the end of the year, achieving our goal to cover all West African Cocoa Life communities with a CLMRS by the end of 2025.⁽²⁾ Through this expanded coverage approximately, 337,000 interviews were conducted by our CLMRS to help prevent child labor.⁽¹⁹⁾ In parallel, we continued our efforts to enhance the quality of implementation of our CLMRS.

In 2025, we supported the development of ICI’s new [CLMRS Core Criteria](#) and [Manual](#). The Core Criteria for CLMRS defines the minimum standards for system design and implementation, including required activities, essential definitions and key metrics. The CLMRS Manual serves as a practical guide for CLMRS implementers, drawing on over a decade of ICI’s experience and the latest evidence from the field. These new resources were designed to help guide implementing partners and further enhance the impact of CLMRS across the sector.

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 members to amplify funding and contributions to structural change, such as improving access to quality education.

“ Child labor anywhere in the supply chain is a shared problem, harming the child, his or her family, their community, and the whole cocoa and chocolate sectors. We believe the entire cocoa sector should be free of child labor. In 2025 we reached our goal of covering 100% of Cocoa Life communities in West Africa with a Child Labor Monitoring & Remediation System (CLMRS). This achievement is part of our ongoing effort to promote practices that are fit-for-purpose in cocoa-producing communities in West Africa. ”

Andres Tschannen
Senior Manager Cocoa Life
West Africa
Mondelēz International



COLLABORATION HIGHLIGHTS

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

Child Learning and Education Facility (CLEF)

The Child Learning and Education Facility is a multi-stakeholder initiative in Côte d'Ivoire, including Mondelēz International, other cocoa/chocolate companies, and two foundations. Its goal is to transform education in cocoa-growing regions, aiming to provide quality education for over 4 million children. In 2025, CLEF trained 10,500 teachers, reintegrated over 4,500 out-of-school children, completed three new schools, and launched a school feeding pilot providing meals to nearly 30,000 children. This successful public-private partnership model is being replicated in Ghana, demonstrating a commitment to improving educational access and outcomes in cocoa communities.

System Change Architecture for Learning Excellence (SCALE)

In 2025, we joined the SCALE public-private partnership to help improve the quality of education in Ghana. Through SCALE, Mondelēz International joins three philanthropic partners and 9 other cocoa and chocolate companies in a collaborative co-funding mechanism that benefits the Ghana Accountability for Learning Outcomes Project (GALOP) initiative, a five-year governmental initiative seeking to improve the quality of education in low-performing basic education schools and strengthen the education sector across the country. The initiative aims to enhance teaching capacity, accountability, leadership systems, access to high-quality resources, and operational management. This represents an important step within our broader initiatives intended to help support industry engagement regarding the cocoa sector, help improve access to quality education in cocoa communities and help enable systemic solutions in Ghana and other cocoa growing regions.

“ We believe that addressing systemic human rights issues such as child labor in ingredient supply chains needs collaboration between governments, industry, and civil society. Our support of the public-private partnership System Change Architecture for Learning Excellence (SCALE) initiative is intended to help improve the quality of education in Ghana across the next four years. ”

Matilda Broni
Programme Manager, Community Management, Cocoa Life Mondelēz International



Opportunities for entrepreneurship pathways in cocoa (OP-EN)

Mondelēz International, in partnership with CARE International, launched the Opportunities for Entrepreneurship Pathways (OP-EN) initiative to create new business opportunities for VSLAs in cocoa communities. Leveraging CARE's expertise, the program aims to develop and implement best-in-class entrepreneurship models, mobilize multi-stakeholder collaborations, and expand its reach beyond initial pilots in Côte d'Ivoire and Ghana to other cocoa-growing regions.

In 2025, CARE introduced advanced business and finance training for VSLA members across 50 micro-businesses, covering topics such as profitability, business management, and digital literacy. Additionally, a partnership with Advans and Lendwithcare in Côte d'Ivoire provided affordable micro-loans to participating VSLAs, with further funding support from Beyond Chocolate and other private sector partners, helping to scale and sustain the initiative.



PALM OIL SUPPLY CHAIN

PALM OIL GOAL

Maintain **100%** volume Roundtable on Sustainable Palm Oil (RSPO) certified⁽²⁰⁾

	2025
Palm oil volume Roundtable on Sustainable Palm Oil (RSPO) certified (%) ⁽²⁰⁾	100 %
Palm oil traceable to mill (%) ⁽²¹⁾	98 %
Palm oil from suppliers aligned to Palm Oil Action Plan (POAP) (%) ⁽²¹⁾	100 %
Palm oil forest monitored (%) ⁽²¹⁾	85 %
Palm oil traceable to plantation (%) ⁽²¹⁾	91 %

KEY HUMAN RIGHTS RISKS AND SYSTEMIC CHALLENGES

Our 2025 annual 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, including a Fair Labor Association report, has documented forced labor indicators in Malaysia’s palm oil sector. In line with our sourcing principles, our [\(Palm Oil Action Plan \(POAP\)\)](#) 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 follow the CGF’s Priority Industry Principles against Forced Labor.

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

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 with retailers and other companies across the food industry through the CGF Task Force on Indigenous People & Local Communities, and with the broader sector through the [Palm Oil Collaboration Group Social Issues Working Group](#).

We firmly believe in Free Prior and Informed Consent (FPIC) for expansion of industrial agriculture. We also believe in the resolution of disputes through peaceful means that promote dignity and respect the rights of Indigenous people and local communities.

We strengthened our POAP, requiring suppliers to commit to respect and effectively implement Free Prior and Informed Consent, as well as to have a policy commitment to respect the rights of Human Rights Defenders.

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 organizations, government, and recommendations were developed for companies and other stakeholders to help improve respect for the land rights of indigenous peoples and local communities.

In 2025, the project facilitated several [multi-stakeholder dialogues](#) in Aceh, helping to bring together community members, government, companies, and civil society organizations in order to develop a joint roadmap of action. These dialogues were preceded by preparatory awareness-raising sessions conducted for each stakeholder group.

Concurrently, our implementation partner, the Conflict Resolution Unit, delivered training sessions on conflict resolution and mediation for local participants, including those from Indigenous Peoples and Local Communities (IPLC) groups.

“Sustainability requires a balance of social, economic, and environmental factors. In our palm oil supply chain, we focus on reducing deforestation and implementing land-use practices that respect human rights to meet these objectives.”

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.

As co-chair of the CGF HRC, in 2025 we engaged and supported the development of a new [Best Practice Note for Business on Human Rights Defenders](#), outlining practical ways for consumer goods companies to support the rights of this vulnerable group. With insights from stakeholders, the note recommends the implementation of preventative measures and practical ways for companies to incorporate specific protections into their existing human rights due diligence processes, such as grievance mechanisms and supplier engagement processes, to help identify risks early and address them effectively.

We continued to support the integration of robust due diligence practices, working with retailers and other companies across the food industry through 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).

The P3 project advanced its efforts to mitigate forced labor risks and strengthen ethical recruitment in the palm oil supply chain between Indonesia and Malaysia in two ways:

- Ethical recruitment training for Indonesian Private Placement Agencies resulted in several agencies committing to reducing the recruitment costs passed on to workers.
- Multi-stakeholder consultations in Malaysia brought together ministries, industry associations, and palm oil companies to review the Post-Arrival Orientation (PAO) Guiding Document. This engagement provided critical feedback, which is now shaping revisions to ensure legal accuracy, improve accessibility for small and medium-sized companies, and secure stronger institutional buy-in from government counterparts.

Additionally, engagement with various Indonesian palm oil suppliers, started in 2024, has progressed. Four capacity-building sessions were conducted with over 100 participants on topics such as Human Rights Due Diligence, Responsible Recruitment in the Palm Supply Chain, Grievance Mechanisms, and Tackling Common Gaps in Your HREDD Assessment. These suppliers were trained to complete the Converged HREDD Assessment Tool and worked on an action plan to address the gaps identified by the assessment.



HAZELNUT SUPPLY CHAIN

“ The private sector plays a crucial role in supporting initiatives that tackle complex issues like child labor. Programs such as the CAOBISCO-ILO initiative exemplify how businesses, by enabling and contributing to safe spaces, education, and direct assistance, foster lasting, positive change for children and families. Achieving real progress demands that the private sector actively contributes to and empowers comprehensive solutions. ”

Yasser Ahmed Hassan
Director, Turkey, ILO



KEY HUMAN RIGHTS RISKS AND SYSTEMIC CHALLENGES

Our annual human rights risk assessment confirmed that the hazelnut supply chain continues to face salient, shared systemic risks. These include, but are not limited to, child and forced labor, poor working conditions, and discrimination. With most hazelnuts produced in Turkey by migrant workers, research has identified a significant 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).

In 2025, we continued our co-chair role to support this public-private partnership with the ILO to help tackle potential child labor risks in hazelnut harvesting in Turkey. The project entered a new three year phase in 2024, which runs until 2026, marking a strategic shift towards institutional sustainability, resilience, and the integration of its achievements into local and national frameworks.

Direct interventions remained a key aspect of the program, and in 2025, over 1,000 children were referred to social support centers to prevent child labor in hazelnut fields. These children also received nutritional support, educational and stationery kits, hygiene support, and participated in social and cultural activities.

An independent impact assessment confirmed that through direct intervention and capacity building activities, this project has positively shifted attitudes of relevant stakeholders, from parents to orchard owners, on the issue of child labor. There were also clear improvements of children’s social and emotional wellbeing thanks to access to safe learning spaces during the harvest season.

Direct interventions remained a key aspect of the program, see here for outcomes from the 2025 harvest period:

- Over ~1,000 children were referred to social support centers to prevent child labor in hazelnut fields
- ~1,000 children received nutritional support
- ~900 children benefited from educational support and supplies
- ~800 children received clothing, transportation & hygiene kits
- ~300 family members benefited from family counselling
- ~200 orchard owners took part in capability building on decent working and living conditions
- ~60 labor intermediaries participated in awareness raising on the hazards of child labor

COLLABORATION HIGHLIGHTS

In November 2025, we collaborated with peers under the AIM Progress umbrella to organize a multi-stakeholder roundtable in Ankara to explore collaborative approaches aimed toward promoting fundamental rights at work in Turkey’s agricultural supply chains, including hazelnuts. Participants from the Ministry of Labor and Social Security, the ILO, brands, suppliers, export organizations and civil society attended to share insights and discuss future ambitions.



SUGAR CANE SUPPLY CHAIN

“ We see ingredient sourcing as an opportunity to help advance progress at the intersection of human rights, climate action, and responsible business. As a member of the Coalition for Responsible Sugarcane India (CRSI), we are collaborating with industry stakeholders to encourage sustainable practices across India’s sugarcane value chain. Through CRSI, we support initiatives such as the COSMOS project, which seeks to strengthen social safeguards and community-based solutions for migrant sugarcane workers and their families. ”

Ophira Bhatia
 Vice President, Corporate
 Government Affairs, AMEA Lead
 Mondelez International



KEY HUMAN RIGHTS RISKS AND SYSTEMIC CHALLENGES

The annual human rights risks assessment confirmed that the sugarcane sector continues to face salient, shared systemic issues, including forced labor and living income.

As our sourcing of sugarcane accounts for less than 1% of the global demand for sugarcane, we recognize that we alone cannot advance a more sustainable supply. We therefore participate in a number of organizations focused on supply chain improvements with the goal to collaborate and strengthen the tools, resources, and environmental and social standards related to sustainable sugarcane production. In 2025, we became a member of Bonsucro, the leading global sustainability platform and standard for sugarcane.

ACTIONS TO HELP IMPROVE WORKING CONDITIONS

In India and Mexico, we supported capacity building initiatives on Human Rights Due Diligence for suppliers across different supply chains, including sugarcane. In Brazil, we supported an AIM-Progress initiative aiming to strengthen grievance mechanisms for sugarcane smallholders, implemented by Oxfam. The project held roundtables to map existing grievance mechanisms in the sugarcane sector and to identify opportunities for improvements. Rights-holders such as rural workers and trade unions were actively involved in the process of developing a set of key recommendations.

COLLABORATION HIGHLIGHTS

In 2025, we became a member of Bonsucro, the leading global sustainability platform and standard for sugarcane. Our goal is to collaborate with others to further strengthen the tools, resources as well as environmental and social standards related to sustainable sugarcane production.

Since 2024, we have been a member of the Coalition for Responsible Sugarcane India (CRSI), a multi-stakeholder initiative promoting responsible and sustainable practices across India’s sugarcane value chain. CRSI brings together mills, brands, civil society, and government to co-create solutions to help address both business and societal needs.

Through CRSI, we support the project called “Creating Pathways for Safe, Orderly and Responsible Migration for Ensuring Social Sustainability in Sugar Supply Chain in Maharashtra, India” (COSMOS), launched in 2025 with the International Organization for Migration, which aims to improve social sustainability for sugarcane farm workers, many of whom are migrants who are more vulnerable to labor rights risks. The project is designed to help address the root causes of human rights risks that may affect migrant workers, strengthens social safeguards, and implements community-based solutions such as responsible recruitment, grievance mechanisms, and support services, with a focus on benefiting migrant workers and their families.



PROGRESS TABLE

VALUE CHAIN SCOPE	AIMS	2025 PROGRESS
OWN OPERATIONS	DUE DILIGENCE SYSTEMS	
	100% manufacturing sites completed SMETA or equivalent audit within the past 3 years ⁽¹⁾	100 %
	HEALTH & SAFETY	
	Total Severity and Total Incident Rate (TIR) with continued focus to reduce Severity 1 safety incidents to zero ⁽¹³⁾	0.25
TIER 1 SUPPLIERS	DUE DILIGENCE SYSTEMS	
	100% prioritized supplier sites completed SMETA or equivalent audit in the past 3 years ⁽¹⁾	99 %
	Tier 1 SMETA suppliers audited ⁽¹²⁾	1,237
UPSTREAM SUPPLY CHAINS	COCOA SUPPLY CHAIN	
	100% cocoa volume for chocolate brands sourced through Cocoa Life by 2025 ⁽²²⁾	100 %
	Child Labor Monitoring & Remediation Systems (CLMRS) cover 100% Cocoa Life communities in West Africa by 2025 ⁽²⁾	100 %
	PALM OIL SUPPLY CHAIN	
	Maintain 100% palm oil volume Roundtable on Sustainable Palm Oil (RSPO) certified ⁽²⁰⁾	100 %

This statement has been reviewed and approved by the Board of Directors of Mondelez International, Inc. on April 30, 2026.



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

ABOUT THIS REPORT: BASIS FOR PREPARATION

The Human Rights Due Diligence Report demonstrates the human rights lens we use to determine our social sustainability priorities and 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 voluntary sustainability reporting.

To meet evolving requirements around the world, in 2025 we continued to enhance our internal procedures and controls on Sustainability 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 2025 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 Mondelez International, Inc. and its subsidiaries (collectively referred to as “Mondelez International” or “the Company”). Additional details about our goals and other statements made are available in the [Endnotes](#).

Unless otherwise stated, the disclosures in this document:

- Cover the reporting period from January 1 to December 31 of the stated year
- Reflect data from four regions including North America, Latin America, Europe, and Asia, Middle East & Africa (AMEA)
- Includes manufacturing facilities under our direct and indirect control

Unless otherwise specified, general exclusions include:

- Stand-alone entities not included in financial or non-financial reporting data (e.g., Venezuela)
- External manufacturing sites, co-packers, and vendors with no direct purchases from Mondelez International
- Joint ventures or stand-alone companies owned by Mondelez International but operating independently unless Mondelez International owns more than 50% of the outstanding shares
- Acquisitions made since 2018, until fully integrated into the Mondelez International reporting structure
- Developed-market gum brands, which were divested as of October 1, 2023, in the United States, Canada and Europe

The development of sustainability 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. Estimation is used in the reporting of some sustainability data points.

Due to rounding, numbers presented in this report may not add precisely to the total provided and percentages may not reflect the absolute figures. As used in this Report, parentheses represent negative numbers.

To further enhance transparency and readability, we have improved the visual presentation of performance figures throughout this Report. In the context of reduction goals and metrics, an absolute value indicates the magnitude of reduction or decrease achieved. Where an increase is reported in the context of a reduction goal, such figures are clearly marked with a plus (“+”) sign preceding the number to indicate an increase.

ABOUT OUR SUSTAINABILITY GOALS

To further increase transparency, we include endnotes for certain Mondelez International selected goals that provide a consolidated overview of the definitions, scope, methodologies, and assumptions used to calculate and report them across our people, planet, and governance pillars.

Included is also a summary of our internal processes for data collection, validation, and reporting. Before global data owners sign off, year over year trends and anomalies are reviewed, and data undergoes rigorous validation checks using standardized tools and review protocols. Any assumptions, estimations, re-baselining, and/or methodological changes implemented in 2025 are specified within the applicable disclosure.

Where quantitative goals are linked to revenue, information is for Mondelez International, Inc., except our Venezuelan subsidiaries that were deconsolidated in 2015, 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.

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, external factors and uncertainties that we may not be able to predict or assess. In some cases, we may adjust our commitments or goals or establish new ones to reflect changes in our business, operations or plans.

➔ Find out more in [Endnotes](#)

SUSTAINABILITY REPORTING

We discuss our sustainability goals and programs in detail in our annual Snacking Made Right reports available on our website. We provide a Non-Financial Datasheet 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.

➔ Find out more at [Sustainability Reporting & Disclosures](#)

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,” “remain,” “potential,” “commitment,” “outlook,” “continue,” “strive,” “ambition” or any other similar words or expressions.

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 such as changes in consumer demand and product pricing, changing weather patterns, and evolving laws and regulations, many of which are beyond our control and are amplified by ongoing macroeconomic volatility and uncertainty.

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.



ENDNOTES

(1) See [SMETA Audits Endnote](#) under Selected Goals Methodology Endnote in our 2025 Snacking Made Right Report.

(2) See [Child Labor Monitoring & Remediation Systems \(CLMRS\) Endnote](#) under Selected Goals Methodology Endnote in our 2025 Snacking Made Right Report.

(3) 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.

(4) Reported information includes wholly owned and majority owned subsidiaries, except our Venezuelan subsidiaries that were deconsolidated through the period ending December 31, 2015.

(5) Source: Euromonitor 2025.

(6) The reported information includes all acquisitions and divestitures as of December 31, 2025.

(7) Reported information excludes Russia.

(8) In-kind donation figures generally reflect direct costs (which differ from previous years).

(9) Consistent with past years' reporting, we reported information in 2025 as of December 31, 2025 and included all acquisitions and divestitures as of December 31, 2025.

(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) The reported information includes all acquisitions and divestitures as of December 31, 2025, except for Give & Go (below management level), Grenade and Evirth (subject to future Workday integration).

(12) Reported information includes prioritized supplier sites connected to Mondelez International through Sedex that have either completed a full initial, full follow-up, or a periodic audit within the period from January 1, 2025 through December 31, 2025.

(13) See [Safety Endnote](#) under Selected Goals Methodology Endnote in our 2025 Snacking Made Right Report.

(14) The reported information includes all acquisitions and divestitures as of December 31, 2025, except for Evirth.

(15) To further enhance transparency and readability, we have improved the visual presentation of performance figures throughout this Report. In the context of reduction goals and metrics, an absolute value indicates the magnitude of reduction or decrease achieved. Where an increase is reported in the context of a reduction goal, such figures are clearly marked with a plus (“+”) sign preceding the number to indicate an increase.

(16) Reported information covers Cocoa Life communities in Cameroon, Côte d'Ivoire, Ghana, and Nigeria.

(17) Reported information covers Cameroon, Côte d'Ivoire, Ghana, India, Indonesia, and Nigeria. Reported information is verified by an independent third-party and available in our Sustainability Reporting & Disclosure Reporting Archive.

(18) Reported information covers Brazil, Cameroon, Côte d'Ivoire, Ecuador, Ghana, India, Indonesia, and Nigeria.

(19) Reported information includes the total number of interviews in Cameroon, Côte d'Ivoire, Ghana, or Nigeria 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, 2024 through December 31, 2025), 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 Sustainability Reporting & Disclosure Reporting Archive.

(20) See [Palm Oil Endnote](#) under Selected Goals Methodology Endnote in our 2025 Snacking Made Right Report.

(21) 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.

(22) See [Cocoa Volume Endnote](#) under Selected Goals Methodology Endnote in our 2025 Snacking Made Right Report.

