

Human Rights Due Diligence and Modern Slavery Report 2019



At Mondelēz International, we are committed to making our snacks the right way, protecting the planet and respecting the human rights of people in our value chain, using the UN Guiding Principles on Business and Human Rights (UNGPs) as a framework for preventing and addressing associated risks.

Slavery, 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 within our operations and supply chains and is an important element of our [commitment to respect human rights](#).

This report sets out the steps taken by Mondelēz International during the course of 2019 to prevent, identify and address potential human rights and modern slavery risks in our operations and supply chains. It meets the requirements of the California Transparency in Supply Chains Act, the UK Modern Slavery Act¹, and many reporting criteria for statements under the Australian Modern Slavery Act. In all relevant sections, this report also clarifies how we measure the effectiveness of our due diligence actions through various action plans and indicators.

Special update on our response to the COVID-19 crisis

Protecting our people

At Mondelēz International we always put the safety of our colleagues, products and consumers first and we have enhanced health and security measures to protect our workforce and our facilities. Measures include instituting additional safety and hygiene measures, adopting health screenings, limiting travel and meetings of more than 10 people, enabling employees to work remotely, and beyond. In locations such as manufacturing facilities or markets where some employees are needed on-site, we have conducted detailed risk assessments and adopted heightened protocols, including social distancing and enhanced personal hygiene and workplace sanitation. We have robust protocols in place to address the possibility of infection by the virus among our employees.

Our pay and benefits situations vary from market to market. We are observing the local legislation regarding protected leave and/or pay for those employees under required or preventive quarantine. We are monitoring the evolving situation and continue to evaluate and determine the best policies to ensure our workforce is protected.

Taking care of our communities

As of end of April 2020, Mondelēz International has contributed \$20 million to global relief efforts – including food banks, healthcare systems, and humanitarian organizations – in the communities where we operate around the world.

¹ The UK subsidiaries of Mondelēz International Inc that meet the UK reporting criteria, and thereby adopt this group statement, are Mondelēz UK Limited, Mondelēz UK R&D Limited, Mondelēz UK Holdings & Services Limited, Cadbury UK Limited and Mondelēz UK Confectionery Production Limited



For more detail on our actions to address the COVID-19 situation:

<https://www.mondelezinternational.com/News/COVID-19-Commitments>

About Mondelēz International: Our Business and supply chains

Mondelēz International, Inc. (NASDAQ: MDLZ), headquartered in Chicago IL, empowers people to snack right, with net revenues of approximately \$26 billion in 2019. Our mission is to lead the future of snacking around the world by offering the right snack, for the right moment, made the right way.

Around 85% of our annual revenue is generated in snacks categories. And we hold the No. 1 position globally in biscuits, as well as the No. 2 position in chocolate, candy and gum (Source: Euromonitor, total global categories 2019). 75% of our business is outside of the United States, with a strong presence in emerging markets which represent 37% of our business.

Our 80,000 employees bring our brands to life by making and baking our delicious products, which are enjoyed in approximately 150 countries around the world. (For more information on our business locations, visit our website: <https://www.mondelezinternational.com/en>)

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

Through our signature programs [Cocoa Life](#) and [Harmony](#), we strive to make a positive impact on the farms, communities and environment where our most important raw materials – cocoa and wheat – are grown.

- **Cocoa supply chain:** By end of 2019, 63% of the cocoa volume for our chocolate brands is sourced sustainably through our [Cocoa Life program](#), and we aim to deliver 100% by 2025. The program invests in cocoa farming communities in Côte d'Ivoire, Ghana, Indonesia, Brazil, the Dominican Republic and India, and already works with more than 175,000 farmers. Our main cocoa suppliers are listed as partners on our [Cocoa Life website](#). And the GPS mapping of close to 85% of the farms which are part of the program are already available [here](#).



- **Wheat supply chain:** We source most of our wheat from Europe and North America. In Europe, through our [Harmony program](#) we partner with 1,700 farmers, 13 millers and 26 cooperatives across six countries (Belgium, the Czech Republic, France, Italy, Poland, Spain and Hungary). In 2019, they produced 181,850 tons of wheat, representing 80% of our West European biscuit production. By 2022, we aim to cover 100% of our biscuit production across the European Union. In North America, we partner with wheat farmers who leverage innovative practices to optimize pesticide and fertilizer use to grow all the wheat we need for our *Triscuit* crackers, with a lower environmental footprint.



- **Palm oil supply chain:** We purchase around 0.5% of worldwide palm oil production and source it predominantly from Malaysia and Indonesia, and to a lesser degree from other countries. In 2019, we maintained our goal of 100% Roundtable for Sustainable Palm Oil (RSPO) palm oil. And as of the end of the year, in line with our [Palm Oil Action Plan](#), we have achieved the traceability of 99% of our palm oil to the mill and 98% of the palm oil we buy was sourced from suppliers with policies aligned to our [Palm Oil Action Plan](#) and [Corporate Responsibility Expectations For Direct Suppliers](#). The list of [suppliers and mills](#) that make up our palm oil supply is available on our website.



Governance Structure for Human Rights

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

The HRWG meets monthly to:

- Maintain the company's human rights due diligence strategy, in line with company values and commitment to respect human rights under the UNGPs
- Oversee the implementation of the strategy and embedding of human rights due diligence throughout the organization and our business relationships
- Review and ensure appropriate action is taken to address human rights risks surfaced by due diligence systems

The HRWG reports regularly to functional and business unit leaders and bi-annually to the Board of Directors' Governance, Membership & Public Affairs Committee (GMPAC).

Policies and monitoring

Our [Human Rights Statement](#), our [Corporate Responsibility Guidelines](#) and [Code of Conduct](#) guide everything we do as we strive to ensure that human rights are respected within our own operations and our upstream supply chains. We also seek to do business with partners who share the same commitment.

Mondelēz International has policies that prohibit child and forced labor as noted in our [Code of Conduct](#). We also audit our manufacturing facilities using the Sedex Members Ethical Trade Audit (SMETA) protocol under the [Program for Responsible Sourcing \(PROGRESS\)](#).

Our supplier contracts include provisions on our [Corporate Responsibility Expectations](#) including forced and child labor.

Through our "Speaking Up and Investigations Policy," we encourage and expect our employees to report concerns or questions regarding our Code of Conduct, including any related to human rights and modern slavery. We are also committed to non-retaliation, and we reinforce our "speaking up" and "non-retaliation" expectations through regular compliance training. Our [Integrity HelpLine](#) and [WebLine](#) are made available to our employees, contractors, subcontractors, and other third parties to raise concerns and to better enable Mondelēz International to appropriately address potential human rights impacts. Allegations of potential human rights impacts are handled with utmost urgency by the Compliance team.

Due diligence systems and actions to address identified human rights risks

We undertake practical, business minded, proactive, ongoing human rights due diligence to identify, mitigate and reduce the likelihood of potential and actual human rights impacts within our own operations, and work with our business partners through our supply chain to achieve the same.

In 2018, as part of our ongoing due diligence activities, the HRWG undertook a broad assessment of our human rights risks and due diligence systems with support of the specialized human rights consultancy [twentyfifty ltd](#). The assessment included an analysis of previous social audit results and grievance mechanism data, interviews with internal stakeholders in key roles and geographies, and an analysis of external studies. It reconfirmed the need to focus on salient risks that are shared across the food industry such as child labor, forced labor, health and safety, freedom of association and collective bargaining, land rights, water and sanitation, and women's rights. The examination of our due diligence and risk management systems validated good practices and identified further opportunities for our ways of working both internally and with our suppliers.

Own operations and tier 1 suppliers

For our own operations and tier 1 suppliers, on an ongoing basis we seek to identify potential human rights issues, and monitor compliance with our policies through independent audits. We use the [SMETA audit protocol](#) to evaluate our internal manufacturing sites and direct suppliers against a common set of corporate social responsibility standards developed for the consumer goods industry. In addition, before engaging in new business relationships – and during the course of business, we conduct appropriate and risk-based due diligence, which includes screening potential suppliers against restricted party lists from authorities worldwide, which may include human rights related information. These systems support the identification of potential risks, help guide our approach for impact mitigation and monitoring, and inform our procurement practices.

In 2019, 338 supplier sites—100 percent of our 2019 target group of highest priority suppliers—completed the SMETA audit, bringing the total number of prioritized suppliers who were audited over the past five years to 1,420.

Forced Labor

In addition, in 2019, the Human Rights Working Group decided to prioritize forced labor risk and deepen our assessment in two of our manufacturing plants in Thailand and Malaysia, since these two countries present relatively high forced labor risk. In partnership with the HRWG and the plants' local teams, twentyfifty's expert consultants conducted Human Rights Impact Assessments on the two sites. In line with recognized best practice, the assessments included extensive interviews with management and workers – including migrant workers in their native language, our own employees, as well as third-party contractors working on our sites. Suppliers, including recruitment agencies and labor providers, were also interviewed regarding their recruitment practices. Local stakeholders from trade unions, and local offices of international organizations such as the International Organization for Migration (IOM) and the International Labor Organization (ILO) also provided an external perspective.

The assessments allowed us to evaluate our exposure to forced labor risk, identify opportunities to strengthen our practices both in the two plants and globally, and build the understanding of local teams and leaders on forced labor risks.

Based on those learnings, we have developed two new global trainings: 1) a Human Rights module to raise all our employees' awareness of our commitments and policies and the role they need to play in ensuring individual rights are respected; 2) a module on Forced Labor Risk Mitigation to build the

capability of our colleagues in key functions (Plant Leaders, Human Resources, Procurement, Corporate & Legal Affairs) and empower them to take concrete actions on our sites and with our suppliers. To complement this second module, we have also developed a Forced Labor Risk Mitigation Toolkit centered around the three [Priority Industry Principles against Forced Labor](#), to further equip the teams with best practice guidance. The trainings and toolkit are being rolled out globally during 2020.

Recognizing the systemic nature of forced labor risk and the widespread exposure across the consumer goods industry, in 2019 we led the formation of the [Human Rights Coalition of Action](#) within the Consumer Goods Forum. The coalition is dedicated to working to end forced labor in the consumer goods industry and will drive individual member company and collective action towards the implementation of the Priority Industry Principles in own operations and supply chains.

Health & Safety

The safety of all colleagues working on our sites – whether they are direct employees, contractors or temporary workers – is a top priority. Every day, we strive to ensure all our employees feel safe, and are able to work in an accident-free environment. We strive to build a safety culture that promotes our goal of zero incidents and zero defects by eliminating risks across four key areas: 1) Occupational Health: To safeguard our employees against long-term health issues related to the workplace; 2) Personal Safety: To entrench safe working tools and standards that promote the personal safety of every individual within our company; 3) Process Safety: To improve the design, implementation, management and control of any identified hazardous process within our operations; 4) Vehicle Safety: To improve driver safety and vehicle-related activities in all of our functions and operations.

The global benchmark for a world-class [Total Incident Rate \(TIR\)](#) is defined as 0.5. We compare our performance against this benchmark and continue to perform well below the 0.5 level. We currently operate at 0.19 TIR rate, and 70% of our facilities operated at zero TIR in 2019. In 2019, we achieved a 22% reduction in TIR compared to 2018. And since 2014, we've reduced TIR by more than 65% across the company.

Through ongoing educational efforts, teamwork, and enhanced protocols and safety measures, we've improved our safety performance over the years. TIR as a primary indicator has been extremely helpful to drive this reduction in incidents. We nonetheless look to continuously improve in Safety and we will be revising our primary metrics in 2020 to include Severity and Total Accident Rate (TAR). This means we will be tracking a wider range of incidents, enabling us to better understand and tackle root causes of all safety risks in our facilities.

Women's Rights

At Mondelēz International, we are committed to creating and sustaining a workplace where differences are valued and where everyone can be themselves. We are all unique in ways you can and cannot see, and we aim to attract, develop and nurture talent wherever it exists, embedding Diversity & Inclusion in all our People processes and nurturing a culture where everyone is treated with integrity and respect. As part of our Diversity & Inclusion agenda, we are taking a stance for gender equity within our operations with ambitious goals to close our senior level gap of women in leadership and ensure pay equality. These goals are supported by a variety of initiatives focused on building inclusive leadership behaviors to harness diversity of thought and holding people accountable for creating a culture that values differences.

We annually review our global gender pay equity and take deliberate actions to eliminate the gap and ensure pay equity for women. We provide consistent gender-neutral minimum standards for

parental leave within each geography. We have a global philosophy on flexible working. In addition, we ensure balanced slates and interview panels for all leadership roles.

These initiatives are delivering progress. As of end of 2019, 25% of our independent Directors are women. In addition, 23% of our C-suite positions and 48% of our management positions globally are filled by women.

Upstream supply chains

At Mondelēz International, we have been focusing our sustainability efforts where we can have the greatest impact. In our raw materials supply chain, our efforts have primarily focused on cocoa and palm oil because this is where we know that we can make the biggest difference from an environmental and social perspective. In the cocoa and palm supply chains, we have developed thorough approaches to identify potential human rights impacts through our signature Cocoa Life program and our Palm Oil Action Plan.

In 2016, we partnered with World Wildlife Fund (WWF) to assess the long-term environmental and social sustainability risks of our raw materials supply chain. The prioritized risk assessment run by WWF examined raw materials by source country based on publicly available, secondary data, covering our largest raw materials volume and spend. The assessment confirmed cocoa and palm oil as top priorities from a human rights risk perspective.²

Cocoa supply chain



In the cocoa supply chain, we address human rights risks through Cocoa Life. Cocoa Life's \$400 million, 10-year commitment aims to empower more than 200,000 farmers and more than 1 million people in cocoa farming communities in Côte d'Ivoire, Ghana, Indonesia, Brazil, the Dominican Republic and India.

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

forced and child labor. Based on this assessment and with support from our partners, community members develop a Community Action Plan, which provides a detailed roadmap for community activation. Based on this plan, and as part of the program's holistic approach, our partners then implement a range of activities that address the issues identified.

² Wheat is one of our most important raw materials. We address its environmental impact through our Harmony Signature Program. Information on our wheat supply chain is not included in this section of the report because the WWF sustainability assessment did not prioritize it from a social risk perspective.

Child labor

Child labor is a symptom of underlying systemic issues in the cocoa supply chain such as poverty and slow rural development. Our Cocoa Life program's holistic approach addresses these root causes through interventions to increase income, empower communities to advocate for their development, and the empowerment of women at household and community level. In addition, in Côte d'Ivoire and Ghana, where [third-party studies](#) including



[independent assessments](#) commissioned by Mondelēz International confirmed a significant risk of child labor, we are setting up a Child Labor Monitoring and Remediation System (CLMRS) in all 1,629 Cocoa Life communities. As of the end of 2019, 447 communities were already covered by a CLMRS, which means people have been sensitized to the dangers of child labor, remediation is under way for identified vulnerable children, the local school is involved, children are learning about their rights, and a committee of community volunteers is in place to be the focal point on child protection issues and to take action when a child is found to be in child labor, in partnership with the local authorities and with the support of our local NGO partner.

Ending child labor across the West African cocoa sector is more than Mondelēz International can do alone, so we collaborate with all actors of the cocoa supply chain. Through our involvement with the [World Cocoa Foundation](#) (WCF) and the [International Cocoa Initiative](#) (ICI), we support a systemic approach to address the root causes of child labor and call for strong public-private partnerships with governments, development partners and civil society organizations.

In April 2020, we [announced](#) our CHF 3 million investment (~USD 3 million) in quality education and early childhood development through the CLEF and ELAN initiatives led by the Jacobs Foundation. Through these two initiatives, which aim to raise a total of CHF 150 million (~USD 150 million), Mondelēz International is joining forces with the Ivorian government, industry peers and suppliers, and other stakeholders to address children's poor access to quality education in cocoa-growing regions: a key root cause of child labor, which can only be addressed systemically. The goal is to improve access and quality of education for 5 million children, reaching 90% of rural primary schools in Côte d'Ivoire through the construction of 2,500 classrooms, and tested interventions to improve teaching quality. These initiatives will strengthen the Ivorian educational system and benefit children of cocoa farmers across the sector, including those in our supply chain. Building on the success of this public-private initiative, we are encouraging the Jacobs Foundation to partner with the Ghanaian government to expand this initiative to our other key cocoa sourcing country, Ghana.

For more on our actions to address child labor through Cocoa Life: <https://www.cocoalife.org/the-program/child-labor>

Forced labor

In 2018, the International Cocoa Initiative (ICI), of which we are a founding and Board member, commissioned Verité to do an independent study of forced labor risk in the cocoa supply chain of Côte d'Ivoire. The [report published in February 2019](#) concludes that poverty, price volatility in cocoa,



low levels of education, the nature of small-scale farming and limitations in law enforcement are root-cause factors that drive forced labor. Verité makes recommendations to the Government of Côte d'Ivoire and private sector chocolate and cocoa companies. According to the UNGPs, these collective individuals are the main actors responsible for protecting and respecting the rights of children and workers. Supporting financial literacy initiatives, strengthening law enforcement, increasing workers' awareness of

their rights and employers' awareness of their responsibilities, and reinforcing the organization of farmers are some of the recommended actions in the report. Informed by the Verité report and other recent studies, and with the active support of Mondelēz International, ICI revised its work plan and strategy to support specific interventions that prevent, detect and respond to forced labor risks.

In 2019, ICI launched an innovation project to develop practical ways to identify and mitigate forced labor risks, put in place preventive measures, and allow people in situations of forced labor to raise the alarm and access support. The innovation project is currently ongoing in ten cocoa-growing communities in Côte d'Ivoire and Ghana. Working models are being developed to identify forced labor risks, based around [the International Labor Organization's indicators](#) of forced labor. These risk factors fall into two main groups: signs that work that has been undertaken involuntarily, and that work is carried out under the threat of a penalty. The project is developing measures to respond to forced labor risks and identified cases. These may include the provision of tailored assistance to at-risk workers or victims of abuse, for example through ensuring workers have written employment contracts, supporting workers to obtain due income, and allowing victims to raise the alert (such as through a toll-free hotline).

Mondelēz International is actively contributing through the ICI Board Forced Labor Subgroup, and through its participation in the innovation project, which is in part taking place in Cocoa Life communities. We are using the learnings from these activities to guide our response to forced labor risk through Cocoa Life and to inform the necessary industry collective action and collaboration with governments to effectively mitigate this risk systemically.

Women's rights

Cocoa Life also addresses the striking gender inequality in cocoa-growing communities, where women farmers have lower incomes and less access to financing, inputs and land ownership. In October 2018, we published renewed [Women's Empowerment Action Plans](#) for four of our key origins. The action plans show how, in each origin, we are planning to empower more women through all areas of our approach – how we will help them: run more successful farms; take a more active role in community decision making; be able to give their children a quality education; make cocoa farming more attractive for young people; become

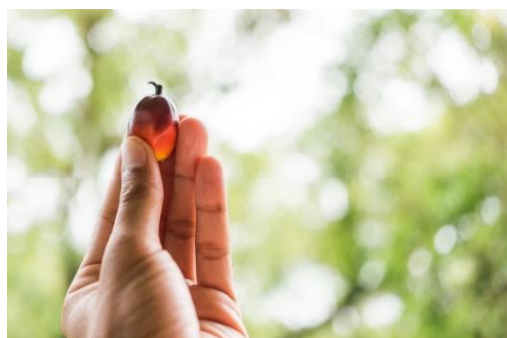


more entrepreneurial; and protect their natural environment. For more on our actions to empower women through Cocoa Life: <https://www.cocoalife.org/the-program/womens-empowerment>

For more information on the progress and impact of Cocoa Life take a look at our [2018 Progress Report](#).

Palm oil supply chain:

Mondelēz International is committed to sourcing palm oil sustainably and committed to eradicating deforestation and human rights violations in the palm oil supply. Given the small proportion of the global palm oil supply that we purchase, our direct impact on the supply chain is limited. Therefore, we seek to use our influence by engaging with stakeholders to support the transition to sustainable practices across the palm oil sector, as detailed in our [Palm Oil Action Plan](#).



As of 2019, we have achieved the traceability of 99% of our palm oil to the mill and 98% of the palm oil we buy was sourced from suppliers with policies aligned to ours.

In 2018, the Consumer Goods Forum (CGF) and its Palm Oil Working Group, which we co-chair, commissioned the Fair Labor Association (FLA) to understand forced labor risks across the Indonesian and Malaysian palm oil sectors. The [FLA report](#) published in November 2018 identifies a number of indicators of forced labor in the

palm oil sector of both countries and highlights the critical role companies can collectively play in mitigating these risks. Based on the FLA recommendations, the CGF developed an [action plan](#) to address forced labor risks in the Indonesian and Malaysian palm oil sectors, demonstrating and reconfirming its resolve to work collaboratively to address forced labor issues in the sector.

In April 2019, we released an updated version of our [Palm Oil Action Plan](#) to reiterate our commitment to support the transition to sustainable practices and reflect the latest sustainability developments in the palm oil sector. In line with our sourcing principles, the plan continues to require that our suppliers respect the labor rights of all workers, including migrant workers, within both their own operations and through their supply chains. It now also requires that they embed the CGF Priority Industry Principles against Forced Labor within their practices in their own operations as well as in their engagement with third-party suppliers. To ensure progress, we also require suppliers to provide annual assurance of continuous improvement, verified by third party labor rights experts. For more information on our activities in palm oil:

<https://www.mondelezinternational.com/impact/sustainable-resources-and-agriculture/agricultural-supply-chain/palm-oil>

Other supply chains

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

Collaborating for change and advocating for human rights due diligence legislation

Achieving widespread change across whole supply chains is more than Mondelēz International can do alone, so we collaborate with peer companies and expert organizations to help us on the journey.

- **Consumer Goods Forum (CGF):** As a board member of the [Consumer Goods Forum \(CGF\)](#) we have reiterated our commitment to help eradicate forced labor, and to work collaboratively with others as these are issues we cannot resolve alone. We are a core member of the CGF's Human Rights Coalition of Action and support CGF's Priority Industry Principles on Forced Labor.
- **Cocoa sustainability efforts:** We join forces with partners in a range of initiatives to support sustainable cocoa production including the [World Cocoa Foundation](#) where we serve on the Board of Directors. We also serve on the Board of Directors of the [International Cocoa Initiative \(ICI\)](#), a multi-stakeholder platform, whose mission is to help eliminate child labor and its worst forms (including trafficking and forced labor), and to promote child protection in cocoa-growing communities. Through these platforms, we also call for industry and governments to join forces to create comprehensive, systemic solutions that address the root causes of child and forced labor.
- **Palm oil sustainability efforts:** We co-chair CGF's Palm Oil Working Group, which is working to embed the Priority Industry Principles against forced labor across the palm oil sector. We also contribute to the newly formed Collaborative Effort on Social Issues in Palm, which brings together both end-buyer companies and palm oil suppliers. We have served on the [Roundtable for Sustainable Palm Oil](#) Board of Governors between 2014 and 2018 and continue to support reforms to make sustainable palm oil the norm. We have supported the United Nations Development Program (UNDP) and the Government of Indonesia to develop its first National Action Plan for palm oil. We are supporting the development of the [Coalition for Sustainable Livelihoods](#), a group of civil society, private sector, and government organizations working collectively to strengthen smallholder livelihoods, improve agriculture and conserve forests in North Sumatra and Aceh, Indonesia.

The CGF has identified three of the most problematic, yet often common, employment practices across the world that can lead to instances of forced labor. We support these three [Priority Industry Principles on Forced Labor](#) that should be upheld by as many actors as possible:

- Every worker should have freedom of movement
- No worker should pay for a job
- No worker should be indebted or coerced to work

These principles guide our efforts to combat forced labor as we continuously look for ways to strengthen our overall approach to social sustainability in our own operations and our upstream supply chains.

Beyond our active participation and leadership in collective action platforms, Mondelēz International has been a [vocal advocate](#) in favor of mandatory human rights due diligence legislation. Recognizing the systemic nature of human rights issues in global supply chains and the need for all actors along the supply chain to work together to address them, we support legislative efforts aimed at enabling practical, proactive, ongoing human rights due diligence which would require companies to identify and address risks in their value chain.

In 2019, we joined forces with peer and supplier companies as well as NGOs to call on the European Union, the largest consuming market for West African cocoa, to strengthen human rights and environmental due diligence requirements of companies in global cocoa supply chains, and implement a smart policy mix to support the necessary environments in producing countries for the respect of human rights, including those of children. ([Read our joint position here.](#))

This statement has been reviewed and approved by the Board of Directors of Mondelēz International, Inc on 13 May 2020.



Dirk Van de Put, Chairman and CEO of Mondelēz International