



Nestlé Good food, Good life

Modern Slavery Statement 2022

AUSTRALIA & UK





Nestlé Modern Slavery Statement 2022 – Australia & UK

About this statement

This document serves as a statement complying with the Modern Slavery Act 2018 in Australia and the Modern Slavery Act 2015 in the UK.

It covers the structure, operations and supply chain of the Nestlé business in Australia and the UK for the period ending on December 31, 2022. Nestlé in Australia ('Nestlé Australia') comprises Nestlé Australia Ltd, a wholly owned subsidiary of Nestlé SA, and the following subsidiaries: Supercoat Holdings Australia Ltd The Better Health Food Company (Australia) Pty Ltd and Vitaflo Australia Pty Ltd.

Supercoat Holdings Australia Ltd is inactive, and none of these subsidiaries are reporting entities for the purposes of the Modern Slavery Act 2018.

Nestlé in the UK ('Nestlé UK') comprises Nestlé UK Ltd, a wholly owned subsidiary of Nestlé SA, in addition to a number of sister companies and joint ventures.

In addition to its consolidated operations, Nestlé has a 50 per cent interest in the Cereal Partners Worldwide joint venture with General Mills which competes in the ready-to-eat cereal category in markets outside North America.

Globally, Nestlé has policies and processes in place relating to modern slavery and human rights in our operations and supply chains that cover both Nestlé Australia and Nestlé UK. These policies are promulgated by, and on behalf of, Nestlé SA, which is the principal governing entity of the Nestlé group of companies, of which Nestlé Australia and Nestlé UK are part, and the entities within the group operate on a consultative basis.

In addition, Nestlé Australia and Nestlé UK have many shared suppliers due to the nature of Nestlé's procurement structure. For this reason, this document provides a consolidated description of Nestlé's actions to assess and address modern slavery risks.

References to Nestlé in this document refer to the Nestlé Group. The process of preparing this statement involved the participation of a wide range of internal stakeholders across Nestlé. It has been approved by directors of the relevant reporting entities.

CONTENTS

Introduction	3
Our structure, operations and supply chains	4
Our approach to human rights and risks of modern slavery practices in our operations and supply chains	5
Nestlé human rights framework	6
Assessing human rights risks	7
Taking action: Nestlé's salient issues	8
Responsible sourcing	14
Cocoa	14
Coffee	16
Palm oil	18
Sugar	20
Seafood	21
Hazelnuts	22
Recycled materials for packaging	23
Grievance reporting	24
Nestlé Australia update	25
Nestlé UK update	26
Looking ahead	27

INTRODUCTION

Our 2022 Modern Slavery and Human Trafficking Report highlights Nestlé's ongoing work to tackle these issues throughout our supply chain.

2022 continued to be a turbulent year with the conflict in Ukraine adding to the increase in migration and therefore the numbers of people who have been targeted by exploiters around the world.

We continued to see the social impact of COVID-19, climate change and the cost of living crisis. All of these have increased inequalities in the world and resulted in even more vulnerable people falling victim to modern slavery.

In 2022 we continued to embed our ambition to advance a regenerative food system at scale, focused on transforming farming practices at the heart of the food system while enabling a just and equitable transition. Our commitment to respecting and promoting human rights is key to enabling this move to a fairer food system.

We welcome the increased focus on human rights by many governments and the new legislation that is being brought in all over the world such as the EU Human Rights and Environmental Due Diligence Directive, Germany's Supply Chain Act and other similar policies.

It is more important than ever that all actors in the value chain acknowledge and address human rights challenges and actively collaborate on this issue. To this end, we have started to increase our requirements on suppliers (and their suppliers), introducing the requirement to provide additional evidence of human rights and environmental due diligence from late 2022. In addition, in 2022 Nestlé started to extend modern slavery training to our Tier 1 suppliers in the UK.

We also continued the roll-out of our updated [Human Rights Framework and Roadmap](#), an ongoing task. Building on the knowledge we have gathered and the strength of the programmes we have implemented, the Human Rights Framework and Roadmap aims to enhance our positive impact. Guided by it, and with due diligence at the heart of our approach, in February 2023 we published action plans to specifically assess, address and report on the most salient issues we face and foster powerful collaborations on the ground.

While in the context of this report we focus on modern slavery risks and indicators in our own operations and supply chains, Nestlé's approach to human rights covers our entire value chain and goes beyond modern slavery.

As the world's largest food and beverage company, we have the scale and reach to inspire others and help drive collective action. With strong governance, forward-looking advocacy and leading transparency, we are committed to further strengthen our contribution to the [UN Sustainable Development Goals](#). We are determined to make a genuine difference.

This statement
was approved
by the board of
Nestlé Australia Ltd

Sandra Martinez
Chief Executive Officer
Nestlé Australia
June 2023

On behalf of
Nestlé UK Ltd

Richard Watson
Chief Executive Officer
Nestlé UK and Ireland
June 2023

OUR STRUCTURE, OPERATIONS AND SUPPLY CHAINS

Nestlé's business spans a diverse range of products, from healthcare nutrition, breakfast cereal, and coffee to catering products, confectionery and beverages. We have around 2,000 brands and our products are distributed and consumed in 188 countries around the world.

Behind this, as the world's largest food and beverage manufacturer, Nestlé employs around 275,000 people and operates 344 factories in 77 countries.

In Australia, key brands include *KitKat*, *Allen's*, *Uncle Tobys*, *Nescafé*, *Nespresso*, *Maggi*, *Purina*, *NAN*, *Milo*, *Sustagen* and *Starbucks at Home*. At the end of 2022, we employed over 4,000 people across six factories, three offices, two distribution centres and a network of retail boutiques. We also partner with a range of third-party manufacturers in Australia.

In the UK, key brands include *Shredded Wheat*, *Buxton*, *KitKat*, *Nescafé*, *Nespresso*, *Purina*, *Carnation*, *SMA Nutrition*, *Maggi* and *Starbucks at Home*. At the end of 2022, Nestlé UK employed 7,797 people across 56 unique sites, including offices, factories, distribution centres, Product Technology Centre/Research & Development sites and boutiques.

Nestlé products may also be manufactured in Nestlé factories outside the market or, in some instances, by third-party manufacturers.

For the areas of our operations that are under our direct control, our commitment to ensure decent employment, including meeting relevant local laws as a minimum and avoiding practices which can contribute to inadvertent labour abuses, means that modern slavery is low risk.

Nestlé works with almost 100,000 direct suppliers, also known as Tier 1 suppliers, and sources ingredients directly from 500,000 individual farmers worldwide. As the raw ingredients we use come from suppliers and farmers all over the world, our agricultural supply chains remain the area at most risk of modern slavery and other human rights abuses. These are the primary focus of our activity and of this report. Globally, human rights risks in agriculture, including child labour, forced labour and human trafficking, are widespread. This is exacerbated by agriculture's seasonal nature, which leads to greater use of third-party recruiters as well as temporary and migrant workers.

By volume, 14 agricultural raw materials cover 95 per cent of our annual sourcing: palm oil, hazelnuts, sugar, coffee, cocoa, fish and seafood, dairy, pulp and paper, soya, cereals and grains, meat, poultry and eggs, vegetables, spices and coconut. These raw materials fall under the scope of our Sustainable Sourcing Program.



Nestlé in numbers

2,000

brands worldwide

Selling products in

188

countries

275,000

employees

344

factories in

77

countries

100,000

direct suppliers

Our approach to human rights and **RISKS OF MODERN SLAVERY PRACTICES IN OUR OPERATIONS** and supply chains

Human rights are inextricably linked to our shared future and a key element of the just transition to regenerative food systems. By respecting and advancing human rights in our value chain, we are contributing to a resilient future for our planet and its people.

People and respect for human rights are at the core of Nestlé's culture and values. We are committed to raising awareness, promoting best practices and empowering people across our value chain.

Risks of modern slavery practices in our operations

Nestlé works with 100,000 direct suppliers, also known as Tier 1 suppliers, and sources ingredients directly from 500,000 individual farmers worldwide.

As the raw ingredients we use come from suppliers and farmers all over the world, our agricultural supply chains remain the area most at risk of modern slavery and other human rights abuses.

Globally, human rights risks in agriculture – including forced labour, child labour and issues associated with living income – are widespread. We are committed to respecting and advancing human rights in our operations and supply chains.

Actions taken to assess and address identified modern slavery risks and assessing the effectiveness of our actions

Nestlé has been working to incorporate human rights in all aspects of our business for many years. Today, human rights elements have been mainstreamed into 22 Nestlé policies.

Since 2011, over 282,000 Nestlé employees have been trained and human rights are now embedded across our company's governance structures. This translates tangible requirements into relevant documents such as our [Responsible Sourcing Standard](#) and [Employee Relations Policy](#), making human rights a topic all our employees can understand and speak about. This is all the more important for a global company like us, operating in most countries around the world.

Overview of our approach

People are at the heart of our business. Respecting and protecting their rights has long been a priority.

In early 2021, we unveiled our ambition to advance a regenerative food system at scale. We need to accelerate this ambition, but it will only succeed if we put farm workers' needs and aspirations at the centre. We believe this is not only fair; it's necessary for success.

A just transition to a regenerative food system demands a multifaceted approach that prioritises and protects people. Our [Human Rights Framework](#) is the foundation of that approach.



NESTLÉ HUMAN RIGHTS FRAMEWORK

What our Human Rights Framework will help achieve

Our Human Rights Framework has two aims:

1. To strengthen our level of due diligence across our value chain.
2. To support enabling environments for the respect and promotion of human rights.

The Framework puts due diligence at the core of our approach and defines the five enablers that support our work.

We will achieve the first aim by executing our dedicated salient issues action plans and leveraging our five enablers to implement them effectively.

We will achieve our second aim by brokering global and local partnerships for more effective on-the-ground collaboration, by leveraging our market-based network of experts, and by supporting legislation that encourages companies to assess, address and report on their potential impacts on human rights.

Throughout our journey, we will share our learnings and challenges with the aim of inspiring collective solutions that we can help scale.

Our five enablers

Respecting and advancing human rights must be carefully integrated into the way businesses operate. To enhance our due diligence approach, we have identified five key enablers that are crucial to helping us address the most serious human rights issues we face.

Enabler 1: Governance and incentives

We will integrate human rights at all levels of our governance structure.

Enabler 2: Policies and control systems

We will leverage our policies and control systems to ensure human rights are embedded throughout the organisation.

Enabler 3: Engagement and advocacy

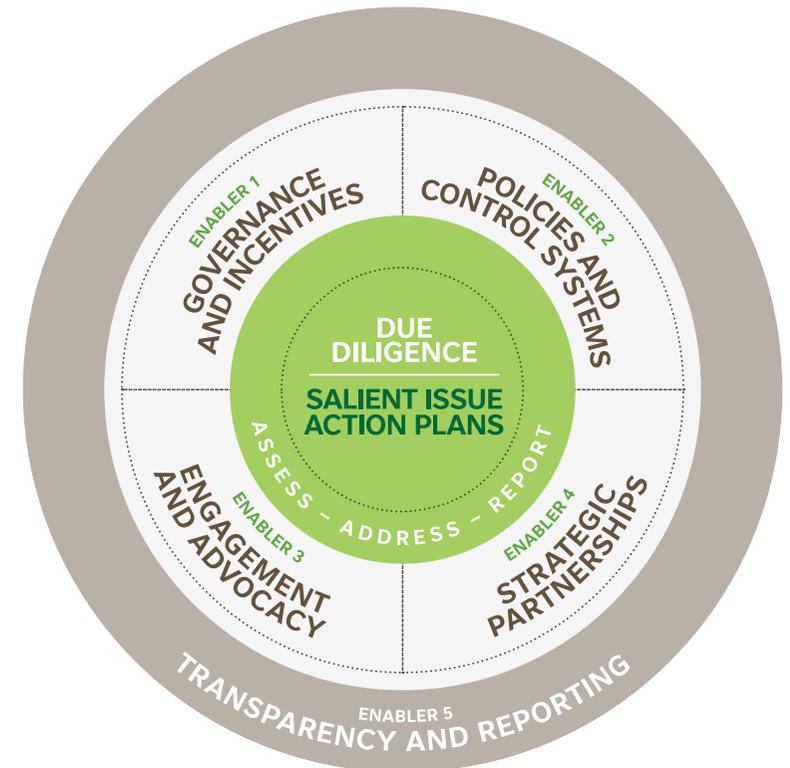
We will engage with key stakeholders and advocate for smart due diligence legislation and collective action on the ground.

Enabler 4: Strategic partnerships

We will partner with thought-leading and boots-on-the-ground organisations.

Enabler 5: Transparency and reporting

We will provide a high level of transparency about the progress we make and the challenges we face.



ASSESSING HUMAN RIGHTS RISKS

Who our work protects

We are committed to respecting and promoting human rights in our operations and supply chain, taking action to protect rights holders and to achieve long-term systemic change. When we talk about human rights at Nestlé, we are talking about supporting:

- Farmers in our supply chain and their families
- Workers in our supply chains, including at farm level
- Communities in and around our operations and supply chains, including women and children
- Our employees and on-site contractors
- Consumers.

Assessing human rights risks

Our human rights impact assessments have been instrumental in helping us understand the environment we work in. These robust explorations into the on-the-ground reality of our operations and supply chains have helped Nestlé to develop targeted, effective procedures and programmes that contributed to positive impacts for people and communities on the ground. These assessments have also been instrumental in further improving our level of due diligence at the corporate level by highlighting where our policies and control systems could be strengthened.

Contribution to the Sustainable Development Goals

We are committed to respecting and advancing human rights in our operations and supply chains and to supporting the UN Sustainable Development Goals (SDGs). We have mapped each of our salient human rights issue action plans to the SDGs. The action plan will contribute to:





TAKING ACTION: NESTLÉ'S SALIENT ISSUES

Our salient issues are the areas we have identified as those human rights at risk of the most severe negative impact on people through our activities or business relationships.

Understanding our salient issues

Nestlé's salient issues are informed by human rights impact assessments (HRIAs) carried out between 2009 and 2017; the results of our strengthened audit and monitoring processes covering our operations and upstream supply chains, the grievances that have been logged into our Speak Up system, and the human rights risk assessment (HRRRA) methodology we developed over the course of 2020 and 2021.

The HRRRA assesses the level of risks posed to rights holders across the countries where we operate (either directly or through our business relationships, in particular, the sourcing of raw materials). It is based on publicly available information from UNICEF, the World Bank, the International Labour Organization (ILO), the United Nations Development Programme and the US Department of Labour, among others, in addition to Verisk Maplecroft indicators. We used the results of the HRRRA as a basis for developing our salient issue action plans.

TAKING ACTION: NESTLÉ'S SALIENT ISSUES

Nestlé's 10 most salient human rights issues we face are:



Child labour and access to education



Freedom of association and collective bargaining



Forced labour and responsible recruitment



Right to water and sanitation



Living income and living wage



Indigenous peoples and local communities' land rights



Gender equity, non-discrimination, and non-harassment



Data protection and privacy



Safety and health at work



Right to food and access to nutritious, affordable and adequate diets

Salient issue ACTION PLANS

We have developed dedicated action plans to address our salient issues. These action plans sit at the heart of our approach to human rights and put our [Human Rights Framework and Roadmap](#) into practice. They help us enhance our level of human rights due diligence throughout our value chain and across priority countries. They articulate our strategy for embedding, assessing, addressing and reporting on each salient issue, defining what we need to do across our business activities, as well as what collective action can be taken. They harness Nestlé's strengths and capacities, together with those of our value chain partners, and our external partners and stakeholders.

The full list of our salient issue action plans can be found [here](#).

Assessing the effectiveness of actions to address our salient issues

We have outlined a number of actions that will be taken in the [Nestlé Salient Issues Action Plan](#), and we will report on progress against the indicators by the end of 2025.

TAKING ACTION: NESTLÉ'S SALIENT ISSUES



Salient issue:

Forced labour and responsible recruitment

Forced labour is an abhorrent, unacceptable practice. Across our own operations and business relationships, we aim to address forced labour risks and promote responsible recruitment practices. We believe that addressing the risk of forced labour in a holistic way is key to contributing to a fairer food system and a just transition.

To realise this vision, we will work on two complementary levels by:

TAKING ACTION

in our raw materials and recycled packaging supply chains to assess forced labour risks, address those risks and any adverse impacts, and monitor and report on activities and their outcomes.

USING LEVERAGE

and collaboration, actively support collective engagement to address widespread, systemic forced labour issues and their root causes, particularly unethical recruitment practices.

How we are currently addressing the issue

Nestlé has a long-standing commitment to address forced labour risks and promote responsible recruitment practices. This commitment is integrated in several of our policies:

- Our [Corporate Business Principles](#) state that we take action against any violations of human rights in our operations and value chain, with zero tolerance to child labour, forced labour and modern slavery.
- The [Nestlé Employee Relations Policy](#) provides a frame of reference for the collective relationships with trade unions and other employee representatives.
- Our Policy on Conditions of Work and Employment sets aspirational goals and minimum requirements regarding work arrangements and working conditions.
- Our [Responsible Sourcing Standard](#) includes requirements related to forced labour and responsible recruitment, such as not charging fees or costs to workers for a job.

We verify compliance with our policies through:

- Our [CARE audit program](#), which covers all Nestlé sites
- [Speak Up](#), our grievance mechanism which provides Nestlé employees and external stakeholders with a dedicated, confidential communication channel for reporting non-compliance concerns, anonymously if they wish.
- Our Sustainable Sourcing Tier 1 audit program, which covers our prioritised direct suppliers, as relevant.

Through our Sustainable Sourcing Tier 1 audit program, we verify compliance with our Responsible Sourcing Standard by direct suppliers through independent audits that follow the Sedex Members Ethical Trade Audit (SMETA) Best Practice Guidance. These audits include requirements related to forced labour.

We also support different tools and programmes that assess and address forced labour risks in our supply chain, including:

- A confidential hotline and a broker certification pilot in the Thai seafood sector
- Sponsoring the development of an opensource due diligence toolkit for palm oil suppliers globally and seeding a third-party worker hotline in one of our palm oil supplier's plantations in Malaysia that enables workers to safely report on working conditions, recruitment, safety and other rights abuses
- Providing training to coffee farmers and mills on forced labour indicators and conducting independent monitoring of coffee farms during harvesting season in Mexico, Brazil, Vietnam and Honduras
- Supporting sugarcane mills to implement responsible recruitment initiatives to address child and forced labour risks and improve health and safety conditions as well as living conditions in Mexico.

TAKING ACTION: NESTLÉ'S SALIENT ISSUES



Salient issue:

Forced labour and responsible recruitment

Taking further action

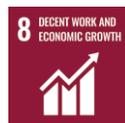
We have developed a Forced Labour and Responsible Recruitment action plan – one of a series that help to address our most salient human rights issues. We will report on progress against the indicators identified by end of 2025.

Key actions outlined include the need to:

- Strengthen Nestlé's commitments on forced labour and responsible recruitment in line with existing and emerging best practice
- Train relevant employees on forced labour risks
- Strengthen direct suppliers' capacity to uphold Nestlé's requirements on forced labour and responsible recruitment as part of our Supplier Human Rights and Environmental Due Diligence (HREDD) Assurance Framework
- Engage and support prioritised direct suppliers in taking actions to address forced labour risks and impacts in their own operations and supply chain
- Identify and prioritise specific interventions addressing forced labour risks at national and subnational levels
- Engage in collaborative approaches to develop community-based or government-based grievance mechanisms

Contribution to Sustainable Development Goals

The actions laid out in the Forced Labour and Responsible Recruitment action plan will contribute to SDGs 8, 16 and 17.



Connection with other salient issues

Forced labour indicators, including debt bondage, deceptive recruitment, forced overtime, low and withheld wages, degrading living conditions, threats and violence, or restrictions on freedom of movement, are closely interconnected to other human rights risks. As such, forced labour is intrinsically linked to several of our salient issue action plans, in particular:

- **Child labour:** Forced labour and child labour are closely linked. They often occur in the same geographical areas and industries and are mainly caused by poverty. Of all those in forced labour, 12% are children
- **Freedom of association and collective bargaining:** Freedom of association and collective bargaining are enabling rights, allowing workers and their representatives to negotiate for better working conditions. Often, however, vulnerable workers like migrants or casual workers are refused the right to form unions
- **Living income and living wage:** Workers living in poverty are more likely to experience forced labour. Without a living wage, workers may be compelled to work excessive overtime hours or multiple jobs, or fall into bonded labour
- **Safety and health at work:** Migrant and casual workers, including piece-rate workers and seasonal workers, are more likely to be employed through informal arrangements and lack access to national social security and public health services. The lack of formal work contracts may also lead to illegal deductions from workers' salaries for Personal Protective Equipment (PPE)
- **Gender equity, non-discrimination and non-harassment:** Paying particular attention to women is essential, as women are more likely to be coerced through wage non-payment and abuse of vulnerability. They are also more likely to be subjected to physical and sexual violence and threats against family members.

TAKING ACTION: NESTLÉ'S SALIENT ISSUES



Salient issue:

Child labour and access to education

Tackling child labour risks is a critical part of a just transition to a fairer and more sustainable food system. We aim to address child labour risks and help provide access to education throughout our value chain. Where we identify actual or potential adverse child labour impacts in our agricultural supply chains or other relevant parts of our value chain, we will act to address those impacts. Together with our partners, we will focus on helping address the complex factors that contribute to the risk of child labour, such as widespread rural poverty, increasing climate risks and a lack of access to financial services and basic infrastructure like water, health care and education.

We are driven by the fundamental principle that all children deserve the chance to learn and grow in a safe and healthy environment, without having to do work that is dangerous in any way or interferes with education.

How we are currently addressing the issue

In addition to Nestlé's policies (referenced in Salient issue: *Forced labour and responsible recruitment*), we also support different tools and programmes that assess and address child labour risks in our supply chain and provide access to education. These include:

- A Child Labor Monitoring and Remediation System (CLMRS) in our cocoa supply chain in Côte d'Ivoire and Ghana, in collaboration with the International Cocoa Initiative. This has been extended to our coffee supply chain in Côte d'Ivoire.
- Helping cocoa farmers to reach a living income through our Income Accelerator Program.
- Working with direct hazelnut suppliers in Turkey to run summer schools that provide a safe space for the children of seasonal migrant workers during the harvest season.
- Providing training to coffee farmers and mills on child labour risks and conducting independent monitoring of coffee farms during harvesting season in Mexico, Brazil, Vietnam and Honduras.
- Supporting Earthworm Foundation to develop Child Risk Assessment Frameworks for the palm oil sector and to provide risk assessment training to palm oil companies in Malaysia and Indonesia.

Taking further action

We have developed a Child labour and access to education action plan – one of a series that help to address our most salient human rights issues. We will report on progress against the indicators identified by end of 2025.

Key actions outlined include the need to:

- Strengthen Nestlé's commitments on child labour and access to education in line with existing and emerging best practices
- Train relevant employees and staff on child labour risks
- Strengthen direct suppliers' capacity to uphold Nestlé's requirements on child labour and access to education as part of our Supplier Human Rights and Environmental Due Diligence Assurance Framework
- Engage and support prioritised direct suppliers in taking action to address child labour risks and impacts in their own operations and supply chain
- Identify and prioritise specific interventions addressing child labour risks at national and subnational levels
- Engage in collaborative approaches to develop community-based or government-based grievance mechanisms.

Contribution to Sustainable Development Goals

The actions laid out in the Child Labour and Access to Education action plan will contribute to SDGs 4, 5, 8, 16 and 17.



TAKING ACTION: NESTLÉ'S SALIENT ISSUES



Salient issue:

Child labour and access to education

Connection with other salient issues action plans

Child labour and access to education closely interconnect with other human rights risks. They are intrinsically linked to other salient issues we have identified:

- **Forced labour and responsible recruitment:** Child labour and forced labour are closely linked. They often occur in the same geographical areas and the same industries and are mainly caused by poverty. The ILO estimates that 12% of all those in forced labour are children
- **Gender equity, non-discrimination and non-harassment:** Empowering women is an important way of reducing child labour. When women are educated, their children are less likely to be involved in child labour. Education can also help women earn a better income, thereby reducing household poverty, which is one of the main drivers of child labour
- **Living income and living wage:** Poverty is one of the root causes of child labour. When the household does not have access to a living income or living wage, they are more likely to rely on children to contribute to the family's overall earnings
- **Safety and health at work:** Hazardous child work is considered a form of child labour. In this context, safety and health go beyond how these concepts are applied to adult workers.

Source: [nestle-human-rights-framework-roadmap.pdf](#)





RESPONSIBLE SOURCING: COCOA



Cocoa is a key ingredient in our confectionery products, especially chocolate – but cultivating cocoa involves numerous challenges including child labour risks and low incomes for cocoa farming families.

The Nestlé Cocoa Plan allows us to take steps to help tackle these social issues – and environmental issues – to create a sustainable cocoa supply chain and is an important component of our action plan to improve living incomes.

In 2022, we announced a new plan to build on Nestlé's longstanding efforts to tackle child labour risks, increase farmer income and achieve full traceability in cocoa. At its centre is an innovative income accelerator program, which aims to close the living income gap by:

- Improving the livelihoods of cocoa farming families
- Incentivising enrolment of children in school
- Advancing regenerative agriculture practices
- Advancing gender equality.

This plan also includes transforming our global sourcing of cocoa to achieve full traceability and segregation of our cocoa products.

Enabling and incentivising sustainable income growth

The income accelerator programme helps farmers and their families steadily and sustainably build economic stability. It aims to help close the living income gap by embedding sustainable practices across four key areas that reward families not only for the quantity and quality of cocoa beans they produce, but also for the benefits they provide to the environment, the local communities and their children.

One key aspect is a cash incentive to grow income substantially and reward practices that increase crop productivity and help secure additional sources of income and help protect children. It is inclusive and helps smaller farmers disproportionately more, leaving no one behind.

RESPONSIBLE SOURCING: COCOA



The sustainable practices that we will **incentivise** through cash payments of **CHF100** each include:

SCHOOL ENROLMENT

Reducing child labour risks **by assisting** school attendance and monitoring for all children in the household ages 6-16



GOOD AGRICULTURAL PRACTICES

Helping farmers improve cocoa production **by training** and **subsidising** pruning groups, which increase crop productivity



AGROFORESTRY ACTIVITIES

Creating more resilient farms **by providing** forest and fruit trees, increasing climate resilience with additional shade cover



DIVERSIFIED INCOMES

Becoming less dependent on cocoa **by supporting** families to grow other crops or raise livestock such as chickens or beekeeping



A **bonus CHF100** will be paid if households engage in all four sustainable practices. Families can earn up to **CHF500 annually** for the first two years, and CHF250 per year thereafter.

These incentives are on top of the premiums offered to farmers for certified cocoa.

Incentives are paid directly to cocoa farming families via phone, improving traceability. Payments are divided evenly between the male and female heads of household. Village Savings and Loans Associations further empower women to save, invest and share financial responsibilities – helping to empower women and improve gender equality.

Programme roll-out

Building on the learnings of an initial pilot in 2020 with 1,000 farmers in Côte d'Ivoire, we started the roll-out of a sizeable test programme with 10,000 families in the country in 2022, with an aim to extend to Ghana in 2024. We will assess the results of that test phase and adapt where necessary before aiming to reach 160,000 cocoa-farming families in Nestlé's global cocoa supply chain by 2030.

Feedback and input from farmers and farmer cooperatives, as well as ongoing data collection and evaluation by third parties, will be used to inform, modify and improve the programme as it scales up to more communities.

Our partners

The programme roll-out would not be possible without the assistance and collaboration of our partners: KIT Royal Tropical Institute, International Cocoa Initiative, IDH, The Sustainable Trade Initiative, Rainforest Alliance, local cooperatives in Côte d'Ivoire, the Government of Côte d'Ivoire and cocoa farmers.



Learn more about our cocoa sourcing strategy

RESPONSIBLE SOURCING: COFFEE



We source most of our coffee from smallholders, making them a key part of our global supply chain. The supply chain itself spans more than 20 countries, with each region presenting unique conditions and risks.

Demand for coffee continues to rise globally, but other crops are competing with coffee for limited arable land. This means farmers face considerable challenges, including profitability, human rights risks and the effects of climate change in coffee-growing regions across the world.

That is why Nestlé is working to continuously improve our green coffee supply chain and make every cup more sustainable.

Respecting human rights and livelihoods

Nestlé is committed to keeping human rights abuses out of our coffee supply chain, including forced and child labour risks, and other labour rights violations. We work to promote and embed best practices to respect and empower the farmers and communities behind our beans.

Our coffee supply chain is a complex global network and, with suppliers in multiple countries, we must observe and comply with a diverse range of regulations and standards. We work continuously to ensure labour rights compliance across all our coffee origins, focusing on identified hotspots.

For example:

- Extension of a Child Labor Monitoring and Remediation System in coffee supply chain in Côte d'Ivoire
- Training coffee farmers and mills on child labour risks, and conducting independent monitoring of coffee farms during harvesting season in Mexico, Brazil, Vietnam and Honduras.



RESPONSIBLE SOURCING: COFFEE



Nescafé Plan 2030

Over a decade ago, we launched a global coffee sustainability initiative called the *Nescafé Plan*. We have now defined our sustainability ambition for the next decade. Through the *Nescafé Plan 2030*, in which we have invested over CHF1 million, we are accelerating our action to support a more inclusive and sustainable future for the coffee sector, using our heritage, scale and reach to help uplift lives and livelihoods from farm to cup.

Regenerative agriculture sits at the heart of the plan. We will work with farmers to help them adopt regenerative agriculture practices that will contribute to reducing carbon emissions and support improving farm productivity, with the aim of improving farmers' incomes.

The *Nescafé Plan 2030* includes a reinforcement of human rights and child protection activities that go beyond certification and verification checks. In farmer groups where we engage more deeply for regenerative agriculture, we are developing specific partnerships with specialised organisations to implement training sessions and visits to farms in our supply chain at high risk in order to assess the risks and allow us to act with appropriate remediation.

We also support and implement various types of training for farmers which support their economic resilience and build a body of knowledge around best practices. These cover topics like helping address local human rights issues, such as gender disparities. We engage in collective and pre-competitive actions via sector-wide initiatives such as the [International Coffee Organization's Public-Private Taskforce](#), the multi-stakeholder [Global Coffee Platform](#) and the [Sustainable Coffee Challenge](#).

Ensuring transparency in our coffee supply

Nestlé has made the commitment for 100% of its coffee to be produced sustainably by 2025. We have a constant focus on the traceability of our coffee. Knowing where our beans come from is essential to assessing the suppliers and farmers we source from and empowering them to improve their practices to become part of a more sustainable supply chain.

Additional key actions outlined as part of our [salient issues action plans](#) include:

- Implementing a dedicated living income programme in coffee
- Developing specific training for Nestlé agronomists to raise awareness of forced labour and child labour risks and indicators
- Expanding child labour trainings to coffee farmers and mills supplying Nescafé, and conducting independent monitoring of farms in Colombia and Indonesia
- Raising awareness of, and advocating for, a living income within the coffee sector.





RESPONSIBLE SOURCING: PALM OIL



We are continuing to work toward a sustainable palm oil supply chain, where all workers, at all tiers of production, work and live in safe and healthy conditions.

Global production of palm oil is approximately 73 million tonnes, of which Nestlé buys around 458,000 tonnes (0.6% of global production) from across 29 countries.

As part of our [Labor Rights Action Plan for Palm Oil](#), we have developed a framework to help prioritise supplier engagement and systematically take action based on suppliers' risk profiles and their capacity to address labour rights issues. Under the framework, we are working with external partners to develop corrective action plans for suppliers and put monitoring systems in place to track against a set of key performance indicators. Detail of progress to date can be found in the [Nestlé Sustainably Produced Palm Oil report](#).

Additional key actions outlined as part of our [salient issues action plans](#) include:

- Supporting Earthworm Foundation to develop [Child Risk Assessment Frameworks](#) for the palm oil sector and provide risk assessment training to palm oil companies in Malaysia and Indonesia
- Piloting a *Child protection policy implementation manual* on palm oil plantations together with our suppliers in Malaysia
- Developing more targeted support for our direct palm oil suppliers to strengthen their own management systems to tackle forced labour risks at refinery level, starting in Indonesia and Malaysia
- Working toward a sustainable palm oil supply chain where all workers, at all tiers of production, work and live in safe and healthy conditions, are provided contracts detailing their working conditions, are paid fairly, have the right to associate freely and collectively bargain and have access to grievance mechanisms.

RESPONSIBLE SOURCING: PALM OIL



Forest Positive **STRATEGY**

Nestlé's [Forest Positive strategy](#) builds on a decade of work to end deforestation in our supply chains. Our strategy aims to help conserve and restore forests and protect natural habitats while promoting sustainable livelihoods and respecting human and land rights.

In 2022, we launched the Nestlé Human Rights Fund – a series of grants for human rights projects within our palm oil supply chain. Six grants have been awarded to Tier 1 and Tier 2 palm oil suppliers for human rights activities in Malaysia, Indonesia and Nigeria.

The grants have supported:

- On-site human rights assessments of refineries, mills and plantations, and action plan development
- Human rights training and capacity building for indirect suppliers
- Development of ethical recruitment strategies.

Given the complexity of the palm oil industry, progress in addressing labour and human rights issues relies on cross-industry efforts. We have partnered with:

- **Earthworm Foundation:** to develop Child Risk Assessment Frameworks for the palm oil sector and to provide risk assessment training to palm oil companies in Malaysia and Indonesia
- **Verité:** on the provision of capacity building and technical assistance to help address child labour risks in our palm oil supply chains

- **Consumer Goods Forum's Human Rights Coalition's People Positive Palm Project:** to foster collective action and advocacy on forced labour risks in the palm oil industry in Malaysia, including understanding, addressing and preventing recruitment fees, with the support of the Fair Labor Association (FLA), the International Organization for Migration (IOM) and The Remedy Project
- **Palm Oil Collaboration Group Social Issues Working Group:** we actively participate in this working group that fosters collaboration to address human rights issues on the ground.





RESPONSIBLE SOURCING: SUGAR



Sugar is an essential ingredient in many of the foods and beverages we produce.

We source both sugarcane and sugar beet, from more than 200 suppliers across 60 countries. Sugarcane harvesting can be dangerous and labour conditions are often challenging. We are committed to working with our suppliers to help uphold labour rights, for example by tackling child labour risks and seeking fair pay and working conditions for employees.

Assessments have identified a range of risks in some of the countries where we source sugar, including child labour risks, working and living conditions for sugarcane labourers and environmental challenges. Together with our suppliers and implementing partners, such as [Proforest](#), we are working to address these risks. We are assessing our suppliers to inform the development of strategies for mills to improve practices, implement changes and roll out appropriate training.

To hold our suppliers and ourselves accountable and drive industry-wide transparency, we have published the list of our [Tier 1 sugar suppliers](#) and the list of the mills in our supply chain, along with their countries of origin.

Working with smallholders in the Philippines

We have an ongoing, multi-stakeholder programme based on the [Responsible Sourcing from Smallholders \(RSS\)](#) framework that aims to address risks and improve sugarcane smallholder livelihoods in the Philippines' largest sugar-producing region.

Proforest assessments identified various sustainability risks, including child labour. Nestlé and Proforest concluded that the RSS framework could help stakeholders build on existing initiatives and provide clear direction. Since then, we have been actively working on the identified action plan.

In partnership with three independent local mills, each sourcing from a common pool of small cane planters, we introduced activities to address key risks. These included risks such as child labour, inadequate PPE and cane residue burning, as well as farmers' needs such as input access and know-how, affordable finance, alternative livelihood support (for example, vegetable gardens) and soil management including irrigation.

Additionally, the RSS introduced the Comprehensive Assistance to Small Holders (CASH) for Farm Productivity Program. As well as facilitating soil analysis tests and providing coaching, the CASH programme gives all participating Agrarian Reform Beneficiary Organisations additional livelihood support, high-yielding varieties and access to other soil fertility initiatives from mills.



[Learn more about our sugar sourcing strategy](#)

RESPONSIBLE SOURCING: SEAFOOD



Nestlé pet food products, our main use of seafood, primarily uses fish by-products from the fishing industry.

Labour rights violations are a key challenge within the fish and seafood supply chain, representing a particular risk for Nestlé in Thailand. Issues such as trafficking, forced labour, lack of grievance procedures, workplace conditions, and poor wages and benefits need to be addressed urgently.

We work collaboratively on solutions to tackle the most pressing challenges faced by the seafood industry, including labour conditions and poor environmental practices, as well as illegal, unreported and unregulated fishing.

In doing this, we work with a number of organisations on innovative solutions to tackle the most pressing challenges faced by the seafood industry, including:

- Verité, which specialises in tackling labour abuses in supply chains
- The Royal Thai Government
- The Seafood Taskforce, an industry association
- The Issara Institute, which is focused on strengthening labour conditions in Southeast Asia through worker voice, partnerships and innovations.



Golden Dreams

Golden Dreams is a platform for migrant workers to access and exchange information about recruitment, jobs, work, their rights and life in different countries – helping them to avoid illegal brokers, unallowed recruitment fees and sourcing employment through legal channels. It includes thousands of workers' and job seekers' reviews of employers, recruiters and service providers. With more than 50,000 users, the app is available in Burmese, Nepalese and Malaysian, and set to expand.

The worker-voice driven platform is currently supported by a growing network of 37 civil society organisations, four trade unions and worker mobilisers in origin and destination countries that have aligned together as an Ethical Recruitment Network. The Network amplifies worker voices and supports greater awareness of migrant rights and recruitment processes – helping to address risks of human trafficking, forced labour, debt bondage, and exploitative recruitment.

Nestlé has deployed Issara Institute's worker voice and remediation tools across our supply chains. Their worker voice, ILM Assessments, and remediation covers 100% of our Tier 1 (direct supplier) facilities in Thailand.



RESPONSIBLE SOURCING: HAZELNUTS



Hazelnuts are an important ingredient in a range of Nestlé foods and beverages, including confectionery – especially chocolate and pastries.

While the bulk of our hazelnut supply comes from the Black Sea region of Turkey, the world's largest producer, we also source from Spain, Italy, Georgia and Azerbaijan. We do not source directly from farms – we buy from suppliers that obtain hazelnuts directly from farmers or through intermediaries.

In Turkey, the hazelnut supply chain contains challenges, in the hazelnut supply chain include labour conditions and child labour risks. We work closely with partners and suppliers to address these.

Since 2011, Nestlé has been working with the FLA to assess labour practices in the Turkish hazelnut sector. Partnering with our suppliers of [Balsu](#) and [Yavuz](#), we have supported remedial activities to bring systemic improvements in human rights and labour standards to the sector.

The FLA has carried out a number of farm assessments in our supply chain, which have highlighted the need to improve the living and working conditions for labourers, especially seasonal migrant workers from the southeast of Turkey, as well as to provide safe spaces for the children of seasonal migrant workers as a way to address risks of child labour.

As a result, we have supported our suppliers to address social risks, including addressing child labour risks and improving the living and working conditions of seasonal migrant workers. We are also mapping, training and registering labour contractors and formalising working agreements between farmers, seasonal workers and labour contractors.

This aims to create better living and working conditions and address child labour risks, as well as the circumstances for responsible recruitment.



Collaborating with industry partners to create a more sustainable hazelnuts supply

We support the FLA's Harvesting the Future project in Turkey. Now in its second phase, the project is a multi-partner and multi-commodity programme designed to improve recruitment and employment practices for seasonal migrant hazelnut workers who travel as families from crop to crop for six to eight months each year. Aimed at improving labour and living conditions beyond the few weeks workers spend harvesting hazelnuts, and at addressing the root causes of child labour and forced labour through the entire migration cycle, the programme is designed to identify practical and sustainable solutions that benefit workers and can be implemented by agriculture companies, labour contractors and farm owners. The second phase of the project focuses on child protection and child labour remediation, the elimination of hazardous work for young workers, improving access to basic services for seasonal migrant families, strengthening responsible recruitment and grievance mechanisms and exploring the application of living wage standards.

To drive industry-wide transparency, we publish the list of our [Tier 1 hazelnut suppliers](#) along with their countries of origin.



Learn more about our hazelnut sourcing strategy

RESPONSIBLE SOURCING: RECYCLED MATERIALS FOR PACKAGING



While we continue to source more packaging with recycled content across our supply chain, Nestlé is taking action to assess and address the risks faced by waste pickers.

Nestlé is committed to respecting the human rights of workers in the informal waste sector. In fact, Nestlé's commitment to responsible sourcing now extends beyond the 14 raw materials under the scope of its Sustainable Sourcing Programme to include recycled plastics for packaging purposes to ensure we recognise the human rights risks faced by waste pickers.

Waste pickers play a crucial role in global recycling – collecting and sorting as much as 60% of the plastic waste that is recycled. Yet they routinely experience some of the most severe human rights impacts and represent some of the most vulnerable workers across global business value chains. These risks include, but are not limited to child labour, living income, safety and hygiene.

In late 2022, Nestlé became a founding member of the [Fair Circularity Initiative](#), a cross-industry project that brings businesses together around the aim of ensuring the human rights of workers within the informal waste sector are respected and their role in circular value chains is recognised.

The [Fair Circularity Principles](#) apply the expectations and responsibilities outlined in the [UN Guiding Principles on Business and Human Rights](#), specifically to the plastic informal waste management sector.

As a member of the Initiative, we are committed to:

- Developing guidelines to advance and adopt these guiding principles in our value chains
- Reporting on our progress
- Encouraging others to join the Initiative and do the same.

Nestlé has always believed in capacity building training for waste professionals on workplace safety, health and hygiene as part of the nearly 215 end-to-end waste management projects we support across the world.

As an example, in India as part of the 'Hilldaari' initiative, Nestlé along with its partners, continued empowering waste professionals in certain locations by providing them training on how to collect waste with minimum contact, ensure proper sanitation and establish segregation of waste. Waste professionals were also trained to use relevant digital technologies and how to access relevant government schemes.

Tier 1 suppliers, including those for recycled plastic packaging, are audited as part of our Responsible Sourcing Programme via the [SMETA/EcoVadis](#) platform.





GRIEVANCE REPORTING

Speak Up: a global grievance reporting channel

Speak Up is our global platform for reporting non-compliance concerns, available to all Nestlé's employees and other stakeholders. It is independently operated by a third party to ensure anonymity when requested.

Raising awareness of Speak Up led to an increase in the volume of messages received in 2022. While the number of substantiated cases remained at similar levels to 2021, the number of employees who had to leave the company and number of providers whose contracts were terminated increased. This shows that compliance with our policies and standards as well as with applicable laws and regulations, is non-negotiable.

Speak Up cases	2021	2022
Total non-compliance concerns raised	2475	2516
Total cases substantiated	580	578
Total cases closed	1944	1758

1944

non-compliance concerns raised through Speak Up in 2022

Source: Nestlé Creating Shared Value and Sustainability Report 2022

Breakdown categories for Speak Up messages

	Messages received	Messages substantiated
Abuse of power and/or mobbing/bullying	743	222
Unfair treatment	368	26
Labour practice	272	69
Harassment (excluding sexual harassment)	168	52
Fraud (misappropriation or misconduct on accounting/financial statement)	128	35
Safety and health	122	21
Violation of laws/regulations	120	27
Gifts, families and relatives, conflicts of interest	91	22
Bribery and corruption	88	22*
Violence and discrimination	86	16
Sexual harassment	81	36
Confidential information, Privacy Policy (data privacy, trade secrets, intellectual property)	65	8
Third-party compliance	54	8
Seeking compliance advice	43	5
MANCOM members related	27	6
Human rights (child labour, forced labour and modern slavery risks)	16	0
Environmental impact	14	2
Trade sanctions	12	0
Antitrust and fair dealing	9	0
Non-compliance with WHO Code	5	1
Executive Board member/senior managers in Switzerland	4	0

*Messages substantiated related to kickbacks and did not involve government officials.

NESTLÉ AUSTRALIA UPDATE

Continuing to monitor the Australian landscape to manage emerging risks remains a key focus.

1. Supply chain challenges

While COVID-19 restrictions eased in 2022, we continued to experience the knock-on impact of the pandemic, including disruptions to our supply chains and labour shortages in both our own operations and across the value chain.

2. Driving compliance

We undertake regular compliance audits of our suppliers, including those based in and out of Australia. Our audits cover a wide range of criteria, including human rights, business ethics, environment and safety. Where we find non-compliance in audits, we work with the supplier to address the gap, then follow up to ensure the gap has been closed within agreed timeframes.

Our 2022 audit programme in Australia, which includes third-party audits of domestic suppliers and international suppliers to Australia, found some instances of non-compliance with Nestlé's Responsible Sourcing Standard in regard to human rights. Examples of some of these non-compliance measures included: lack of confidential grievance mechanisms; insufficient evidence of workers' entitlements and rates of pay; insufficient rest days; and underpayment for overtime. All suppliers found to be non-compliant are provided with a fixed term to resolve the issue.

In Australia, we are working towards all supplier contracts including the requirement that suppliers disclose the human rights and environment due diligence they have in place. This information will help better understand risks across our Tier 2 suppliers and beyond.

3. Identifying emerging risks

As we strive to reduce our environmental impact, we are continuing to use more recycled content in our packaging, including a global first for Nestlé in 2022 of using soft plastic with recycled content certified by ISCC.

Recycled content packaging is both locally manufactured and imported. We will continue to look at the upstream value chain and work with certifiers to identify any risks to workers in these industries and ensure the protection of their human rights.

4. Training our people

As part of Nestlé's global commitment to ensuring our employees are trained in human rights, we continued to roll out human rights e-learning to all employees. This training was developed by Nestlé together with the Danish Institute for Human Rights. In 2022, 1,349 Nestlé Australia staff completed the training.

5. Engaging externally

Nestlé Australia is active in supporting improving practice in Australia as an active member of the UN Global Compact Network Australia Modern Slavery Community of Practice. We have also undertaken a number of external engagements, including participating in and hosting panel discussions and webinars, to share learnings from our experience – and learn from others.



NESTLÉ UK UPDATE

We continue to implement our five-step strategy for tackling modern slavery in the UK.

1. External engagement and participation in working groups

Our external engagement helps us understand how we can implement better practices by learning from others. As part of this we are active members of the United Nations Global Compact Human Rights Working Group. We have also taken part in webinars and panel debates.

2. Establish a Nestlé employee awareness training programme

Since 2018 we have partnered with UK modern slavery charity Unseen to create and deliver Modern Slavery training to Nestlé UK staff. In 2022, we trained an additional 100 colleagues which means we have trained a total of 220 colleagues since 2018. These colleagues work throughout the business, including Supply Chain, Logistics, Procurement, Co-manufacturing, Legal and Human Resources teams. Part of the training involves watching films of modern slavery survivors bravely sharing their horrific experiences. We also dive deep into the latest statistics on modern slavery and the typical signs to spot. The training is extremely thought provoking and highlights the horrendous human rights outcomes that this crime inflicts on individuals. We will continue with our training programme in 2023.

3. Joined the Unseen Business Portal

In early 2022, Nestlé joined the Unseen Business Portal. The portal is a secure online platform which draws on situational information reported directly to the Unseen UK Modern Slavery & Exploitation Helpline. We are already seeing benefits of using this portal as it gives us the opportunity to see first-hand what cases of modern slavery are being reported to Unseen. The portal provides access to real-time reports of cases relevant to our UK supply chain and more broadly within the UK food and beverage industry. Once reviewed and de-identified by Unseen, the portal provides details such as the type of exploitation, location, police force region and some demographic data. The intended use of the portal is that once a case is seen by Nestlé, we can then collaborate on next steps with Unseen, who coordinate with police, service providers and other businesses who may be involved.

Nestlé has created a strong relationship with Unseen and truly benefits from the organisation's expertise to support us on our modern slavery journey. We look forward to building on this relationship in the coming years.

4. Enhanced supplier engagement programme and supplier policy

We continue to progress our supplier engagement programme. We are acutely aware that the greatest risk of modern slavery sits some tiers up our supply chain so it's important to Nestlé that our suppliers appreciate that risk too. By educating our suppliers on the issue of modern slavery and the work we are doing with Unseen, we hope to encourage and inspire them to pursue a similar journey within their own company. To this end, we invited 10 of our major suppliers to attend the Modern Slavery Training that we hosted with Unseen. This gave them an insight into Unseen and the incredible work they do to support victims of modern slavery and helped them to understand what more they could do in their own company. This focus on our suppliers will continue into 2023 and beyond. We are also reviewing our procurement tender process for new suppliers to incorporate the issue of modern slavery. The ambition is that suppliers commit to modern slavery training, delivered by Unseen, as part of becoming a Nestlé supplier.



I am delighted that Unseen is partnering with Nestlé to understand more about what is happening on the ground through Unseen's business portal and to provide quality training to suppliers. By working in partnership, Nestlé continues to demonstrate the importance it places on dealing with the key issues related to modern slavery and worker exploitation."



Andrew Wallis OBE
CEO of Unseen

5. Implement survivor support programme

We fully understand and are very sensitive to the issue that survivors of modern slavery have had traumatic and harrowing experiences. With this in mind, we hope to explore the opportunity to collaborate with Unseen to create a programme for survivors of modern slavery. This will be supported by Nestlé volunteers who will help the survivors to learn skills such as using computers and preparing CVs. We would also look at mentoring opportunities. We will work with Unseen to ensure that any support we create will be effective and appropriate for survivors.

LOOKING AHEAD

Nestlé's ambition is to advance a regenerative food system at scale, while enabling a just transition. Our commitment to respecting and promoting human rights is a key part of enabling this move to a fairer food system that protects the rights of the people working within it.

To enable a just transition, it is vital that we support and empower the most vulnerable individuals and communities across our value chain. To help drive equitable change and build the foundations of a fairer food system, we must remain focused on promoting human rights due diligence legislation, training our employees, working with suppliers, and promoting a living wage.

Reporting our progress

The launch of our new Human Rights Framework and salient issue action plans, and our ambition to support and accelerate the transition to a regenerative food system, have helped us strengthen our due diligence and establish an integrated approach to monitoring human rights impact throughout our supply chain – with a commitment to report on progress.

We will continue to be transparent, reviewing and sharing our progress, learnings and challenges. We will continually assess and, if required, adapt our approach to meet on-the-ground realities to ensure we meet

our goals. We will continue to hold ourselves to high standards of transparency by regularly reporting our progress and performance and sharing our learnings and challenges. And by 2025 we will be in a position to report our progress against our salient issue action plans.

Potential risks

We are acutely aware that modern slavery may see an increase in particular industries we source from so we will be keeping a close eye on this. Some of these areas include waste pickers within the recycling ecosystem; the potential for labour exploitation in the provision of cleaning services; human rights issues across the agriculture supply chain; transport services involving gig economy workers such as couriers and ride share services and the hours worked by drivers providing logistics services.

In recent years many UK industries have struggled to recruit workers to cover seasonal peak production. Fewer EU workers and an increase in the numbers of migrants from other regions has allowed gangmasters to increase their role in providing labour to these industries, potentially exposing more people to the risk of modern slavery.

Using our size and scale

We will use our scale, experience, and resources to contribute to a fair transition to more sustainable farming practices and improve conditions for workers in our supply chain.

With strong governance, forward-looking advocacy and leading transparency, we want to be leaders in our industry. Our work in this area will further strengthen our contribution to the Sustainable Development Goals. As the world's largest food and beverage company, Nestlé is in millions of homes around the world. What we do matters. We have the size, scale and reach to inspire others and help drive collective action.





Nestlé Good food, Good life

To learn more about Nestlé's human rights policies and action, visit:

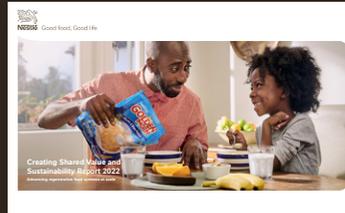
[Nestlé's Human Rights Framework and Roadmap](#)



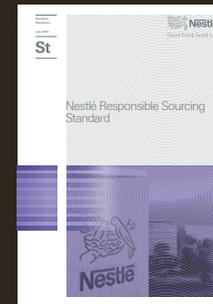
[Nestlé Human Rights Salient Issue Action Plans](#)



[Creating Shared Value and Sustainability Report 2022](#)



[Nestlé Responsible Sourcing Standard](#)



[The Income Accelerator Program – Cocoa](#)



[Our Sustainability Journey – Nescafé Plan](#)



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