

2016 Progress Report

We've set specific goals to deliver a positive impact for people and our planet – and are holding ourselves accountable. Here is a look at the progress we made in 2016. Learn more in our [full report](#).

Goal achieved

WELL-BEING SNACKS*

GOAL: 25% of revenue by 2020



100%
front-of-pack calorie labeling achieved globally



25%
increase in **whole grains** across our global portfolio; achieved in 2015



6%
reduction of **saturated fat** across our global portfolio



5%
reduction of **sodium** across our global portfolio

*based on 2012 baseline and sales weighted volume for nutrient reductions

SUSTAINABILITY



21%
of cocoa sustainably sourced; all will be sustainably sourced, mainly through Cocoa Life

92,000 farmers and **861** communities participating in Cocoa Life

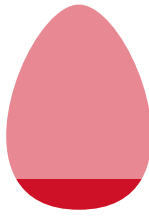


75%
of Western European biscuits continued to be made with Harmony wheat; achieved in 2015 with plans to expand going forward



100%
of palm oil is RSPO; achieved in 2013

96%
of palm oil sourced was traceable back to the mill



15%
of eggs in U.S., Canada and EU cage-free; on target to reach 100% in U.S. and Canada by 2020 and EU by 2025



7%
reduction of absolute CO₂ emissions from manufacturing; on target to reach 15% by 2020*



18%
reduction of incoming water usage in priority locations where water is most scarce; on target to reach 10% by 2020**



46.3K METRIC TONNES
of packaging eliminated; on target to reach 65K metric tonnes by 2020



10%
reduction of total waste in manufacturing; on target to reach 20% by 2020*

*2020 vs. 2013 baseline

**2020 water goal includes anticipated impact of expansions for new lines/sites

SAFETY

On target to achieve world-class safety performance*

30% reduction in Total Recordable Incidents**
21% decrease in Total Incident Rate for all employees**

On target to reach 100% certification against Global Food Safety Initiative scheme by 2018

84% of external manufacturers certified
96% of suppliers certified

*Global benchmark for world class Total Incident Rate is defined as 0.5; currently performing at 0.39

**2016 vs. 2015

COMMUNITIES

83% of \$50 million USD commitment allocated to healthy lifestyle community partnerships

