



Nestlé Good food, Good life

Creating Shared Value and Sustainability Report 2020 Appendix

Nestlé. Unlocking the power of food to enhance quality of life for everyone, today and for generations to come.



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About our reporting

Our Creating Shared Value and Sustainability Report 2020 and Appendix provides our shareholders and stakeholders with a summary of our 2020 performance against our commitments. We provide further detailed information online.

Reporting period, scope and boundaries

The *Creating Shared Value and Sustainability Report 2020 and Appendix* covers our global operations for the calendar year ending December 31, 2020. It contains data for wholly owned companies and subsidiaries but excludes joint ventures and suppliers unless specifically stated. ‘Market’ refers to our business and/or activities at a national level, while ‘Zone’ refers to a geographic group of markets.

The *Creating Shared Value and Sustainability Report 2020* is focused on progress to date against our commitments and objectives, which are based on the most material issues. These were updated during our most recent [materiality assessment](#) in 2020. The process reviewed economic, social and environmental issues that are of most concern to our external stakeholders against those that pose risks or present opportunities to Nestlé. The results have informed the content of the *Creating Shared Value and Sustainability Report 2020* and our CSV web pages, in line with the Global Reporting Initiative (GRI) Standards materiality principle (see the Reporting frameworks section).

Data scope and methodologies

Unless otherwise noted, the performance data included in this report corresponds to companies that are consolidated in our [financial statements](#).

Our safety and health data covers 287 832 employees, while our environmental data refers to factories and warehouses, with the exception of some recent acquisitions. Our climate change disclosures conform with the [Climate Disclosure Standards Board](#) framework requirements. We also follow the standards of the [Greenhouse Gas Protocol](#) to establish our GHG inventory.

See our response to the [CDP Investor Information Request](#) for comprehensive details of our climate change disclosures and performance.

Reporting frameworks

Our *Creating Shared Value and Sustainability Report 2020 and Appendix* serve as a transparent tool, outlining our performance in 2020. They have been produced in compliance with several reporting frameworks.

Global Reporting Initiative

The [GRI](#) is an international independent standards organization that helps businesses, governments and other organizations understand and communicate their impacts on issues such as climate change, human rights and corruption. This report has been prepared in accordance with the Comprehensive option of the latest GRI Standards and the Food Processing Sector Supplement, and externally assured by Bureau Veritas. For our full GRI Content Index, see [pages 46–104](#).

UN Global Compact Communication on Progress

Every year, Nestlé submits its Communication on Progress to demonstrate its commitment to the Ten Principles of the [UN Global Compact \(UNGC\)](#) on human rights, labor, environment and anti-corruption.

UN Sustainable Development Goals

Our ambitions and commitments are also closely aligned with the 17 UN Sustainable Development Goals (SDGs) (see [page 11](#)).

UN Guiding Principles Reporting Framework

The UNGP Reporting Framework (UNGPRF) offers comprehensive guidance for companies to report on salient human rights issues. This is in line with the [UN Guiding Principles on Business and Human Rights](#). Our human rights reporting meets the Tier 1 assurance indicators of the UNGP Assurance Framework. For our responses to the Framework in our Index of Answers see [pages 26–45](#).

Audience

We maintain ongoing dialogue with a wide range of stakeholders interested in this report. They include investors, non-governmental organizations, ESG services, consumers and suppliers.

Currency conversion

All amounts in this report have been converted to Swiss francs (CHF) using the exchange rates reported in the [consolidated financial statements](#) of the Nestlé Group 2020.

Contact us

We hope you find this report engaging and informative, and we continue to welcome your input and views: creatingsharedvalue@nestle.com

Where to find more information

This document forms an integral part of Nestlé’s UNGC Communication on Progress, together with:

[Our Annual Review](#) | [Our CSV web pages](#)

Go to www.nestle.com/CSV, where you can also find more detailed governance information, performance data, case studies and additional audio and video content.

Our [Corporate Business Principles](#) are the basis of our company’s culture and are available as a PDF.

[See the awards and recognition we have received.](#)

Reporting, strategy and governance

Our governance systems and approach to business ethics are fundamental to our organization. We publicly share these, as well as our comprehensive reporting processes, as outlined here.

Doing business right

Ethical principles are fundamental to how we operate. This means zero tolerance for fraud, bribery and corruption and increased efforts in the protection of personal data and open disclosure of tax payments.

[Ethical business](#)

Being transparent at all times

The tax we pay is an integral part of Creating Shared Value (CSV), and we believe it is good practice to openly disclose information about our taxes as part of being a responsible and transparent organization.

[Taxation](#)

Putting our values at the heart of what we do

Building our business on clear principles and sound governance maintains trust in the Nestlé brand and reduces risk in the value chain.

[Governance and policies](#)

Prioritizing key issues

To ensure our sustainability efforts keep up with a changing world, we conduct a materiality analysis every two years.

[Materiality](#)

Talking to the right people

We always seek the advice of the best experts and advocates to make our CSV business approach as robust as it can be.

[Stakeholder engagement](#)

Collaborating for major change

Collaboration is an essential element to tackle global issues like rising obesity, child labor and climate change.

[Partnerships and collective action](#)

Awarding good work

The Nestlé CSV Prize aims to reward and support innovative solutions to address global challenges.

[Creating Shared Value Forum](#)

Bringing new ideas to life

Through the CSV Prize and our open platform HENRi@Nestlé, we aim to nurture the ideas and innovations that will shape the future.

[Supporting innovative ideas](#)

Aligning our ambitions and commitments with the UN Sustainable Development Goals (SDGs)

Our commitments and ambitions are closely aligned with the 17 SDGs.

[Contributing to the Global Goals](#)

Our performance in leading indices

We are not driven by awards and recognition. Nonetheless, we are proud to have our efforts and achievements in sustainability acknowledged by world-leading ratings and rankings agencies:



Nestlé maintained its strong standing in the [FTSE4Good Index](#) with an overall 2020 ESG Rating of 4.9. This is significantly higher than the Food Products subsector average.



Nestlé was ranked 1st out of 22 global food and beverage manufacturers in the [2018 Access to Nutrition Index \(ATNI\)](#). The goal of the ATNI is to facilitate improved diets and a reduction in the global problems of both obesity and under-nutrition.



In 2020, Nestlé was rated AA by the [MSCI ESG Research](#) according to its performance on environmental, social and governance (ESG) issues.



Nestlé retained its place in the CDP's Climate and Water A lists and submitted a response to the Forest questionnaire for the first time.

[Nestlé's answer to the 2020 CDP Climate change questionnaire](#)

[Nestlé's answer to the 2020 CDP Water questionnaire](#)

[Nestlé's answer to the 2020 CDP Forest questionnaire](#)



We were ranked 2nd within the packaged food industry in Ceres' [Feeding Ourselves Thirsty](#), an analysis comparing the water risk management of 42 countries.

Independent assurance statement

We engaged a third-party organization, Bureau Veritas, to provide independent assurance for this *Creating Shared Value and Sustainability Report 2020*. This process aims to provide assurance to Nestlé’s stakeholders of the accuracy, reliability and objectivity of the reported information and to confirm that it covers our most material issues.

Summary Assurance Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd. (Bureau Veritas) has provided independent assurance to Nestlé SA (Nestlé) over the *Creating Shared Value and Sustainability Report 2020* ('the Report') published on the Nestlé website (<https://www.nestle.com/csv>). The assurance process was conducted in line with the requirements of the AA1000 Assurance Standard (AA1000AS v3) Type 2 at moderate level of assurance. The scope of Bureau Veritas’ work was limited to Nestlé’s head office based activities where Nestlé consolidates and reconciles data provided by its markets/countries of operation. The assurance was provided over all data and text included in the Report and included an evaluation of the Report’s alignment to GRI Standards and the RE100 criteria. It also included a review of Nestlé’s human rights reporting against the ‘Tier 1’ Assurance Indicators of the UN Guiding Principles Reporting Framework. Bureau Veritas’ full assurance statement includes certain exclusions, observations of good practices, recommendations for improvement, and a detailed assurance methodology and scope of work.

The full assurance statement with Bureau Veritas’ independent opinion can be found at: <https://www.nestle.com/csv/performance/downloads>.

London, March 2021



Our key performance indicators

Nestlé’s key performance indicators (KPIs) provide metrics to measure and report Creating Shared Value, sustainability and compliance. The following performance summary forms part of our Communication on Progress to implement the principles of the United Nations Global Compact. Unless otherwise stated, performance indicators are for the calendar year ending December 31, 2020.

To provide transparency for our stakeholders, we have indicated the correlation between our KPIs, our commitments and Global Reporting Initiative (GRI) indicators in the table opposite.

The references in the GRI column relate to the applicable indicator from the GRI Standards. We report against these Standards in line with our material issues, which are identified through our [stakeholder engagement process](#) and shape our [public commitments](#).

Nestlé in society and Creating Shared Value KPIs	2020	2019	Page	GRI Standards
Economic				
Total Group sales (CHF million) ^(a)	84 343	92 568	AR p1	
Net profit (CHF million) ^(b)	12 232	12 609	AR p47	201-1, FP4
Nutrition				
Products meeting or exceeding Nestlé Nutritional Foundation profiling criteria (as % of total sales) ^(c)	81	80.5		201-1
Percentage of total sales volume of consumer products that have been changed for nutrition and health considerations	11.1	8.4		FP6, FP7
Products analyzed and improved or confirmed via 60/40+ program (sales, CHF million) ^(d)	28 411	34 166		416-1
Products featuring <i>Nestlé Nutritional Compass</i> labeling (% of sales worldwide) ^(e)	98.3	96.4	17	417-1
Products with Guideline Daily Amount labeling on front of pack (% of sales) ^(f)	82.9	88	17	417-1
Children’s and family products that provide <i>Nestlé Portion Guidance</i> (%)	64.2	61.9	18	417-1
Nestlé television advertising to children under 12 in compliance with policies on responsible marketing (%)	98.6	98.6		417-3
Total number of countries where the Nestlé Policy and Procedures for the Implementation of the WHO International Code of Marketing of Breast-milk Substitutes practices were audited	18	33	21	417-3
Total number of Nestlé employees who had completed training on breastfeeding and the WHO Code	2536	1428	21	103-2
Rural development				
Farmers trained through capacity-building programs	354 900	429 800		203-1
Percentage of purchased volume fully compliant with the Nestlé Supplier Code ^(g)	Discontinued	66		FP1
Water				
Total water withdrawal (million m ³)	115	121		303-3
Total water withdrawal (m ³ per tonne of product)	2.25	2.28		303-3
Environmental sustainability				
Production volume				
Total production volume (million tonnes)	51	53		102-7
Materials				
Raw materials used (million tonnes)	25	25		301-1
Materials for packaging purposes (million tonnes)	4.46	4.6	53	301-1
Packaging source optimization (kilotonnes saved) ^(h)	Discontinued	24		301-1
Energy				
Total on-site energy consumption (petajoules)	87	87.8		302-1
Total on-site energy consumption (gigajoules per tonne of product)	1.69	1.66		302-1
Total on-site energy consumption from renewable sources (% total)	22.8	20		302-1
Total direct energy consumption (petajoules)	59.1	59.4		302-1
Total direct energy consumption from renewable sources (% total direct)	12	12		302-1
Total indirect energy consumption (petajoules)	62.1	67.9		302-1

Nestlé in society and Creating Shared Value KPIs	2020	2019	Page	GRI Standards
Environmental sustainability continued				
Emissions, effluents and waste				
Direct GHG emissions (million tonnes CO ₂ eq)	3.3	3.3		305-1, 305-2
Direct GHG emissions (kg CO ₂ eq per tonne of product)	64	62		305-1, 305-2
Indirect GHG emissions (million tonnes CO ₂ eq)	1.9	2.3		305-1, 305-2
Indirect GHG emissions (kg CO ₂ eq per tonne of product)	37	43		305-1, 305-2
Total water discharge (million m ³)	59	67		306-1
Total water discharge (m ³ per tonne of product)	1.15	1.27		306-1
Average quality of water discharged (mg COD/l)	60	55		306-1
By-products (kg per tonne of product)	31.5	31.5		306-2
Waste for disposal (kg per tonne of product)	0.1	0.3		306-2
Environmental sustainability governance				
Manufacturing sites certified against ISO 14001 (% of total manufacturing sites)	97	96		103-2
Human rights and compliance				
Total number of significant product recalls or incidents of noncompliance	13	12		416-2
Number of employees trained on human rights	157 250	125 321	35	412-1
Our people				
Total workforce (number of employees) ⁽ⁱ⁾	268 350	275 628		102-8
Total rate of new employee hires (%) ⁽ⁱ⁾	20	12.6		401-1
Total rate of employee turnover (%) ⁽ⁱ⁾	19.6	17.3		401-1
CARE gaps identified related to business integrity ⁽ⁱ⁾	26	49		102-17
Of which: Minor	12	25		102-17
Major	1	1		102-17
Critical	0	0		102-17
Observation	13	23		102-17
Total number of fatalities (employees, on-site contractors and on-site members of public) ⁽ⁱ⁾	3	5		403-9
Average hours of training per year per employee ^(k)	14.3	23.8		404-1
Leadership positions held by women (%) ⁽ⁱ⁾	43.2	42	38	405-1
Local Management Committee members native to country in developing countries (%) ⁽ⁱ⁾	88.05	85.5		202-2

- a) Does not include joint ventures.
- b) Includes Nestlé's share in net result of joint ventures.
- c) Total Nestlé (F&B except CPW, NHSc, Pharma, Nespresso, CPW and businesses not in GLOBE reporting) excluding non-edible products (78.4% in 2016 with comparable baseline).
- d) In the 60/40+ program, Nestlé products tested with consumers must be preferred over the competitor's. Assessment results are valid for a maximum of three years if all parameters remain equal.
- e) PetCare, Gerber Life, Nestlé Health Care Nutrition, Wyeth Nutrition, other Nestlé Health Science businesses and non-Nestlé-branded products in Nestlé Waters are out of scope.
- f) Includes all F&B and Nestlé Waters except plain water. It excludes joint ventures, Nestlé Nutrition, Wyeth Nutrition, Nestlé Health Science and specific category/country exemptions.
- g) The KPI has changed in 2020. Nestlé is now focusing on compliance per site (instead of spend and volume) and the resources on the higher risk and most important upstream suppliers.
- h) Non-permanent committed target achieved ahead of time in 2019.
- i) Covers Nestlé employees registered in the HR system (approximately 84% of all employees).
- j) CARE, our global external audit program, is conducted by three audit companies and verifies that all employees and sites we own or operate comply with local legislation, our *Corporate Business Principles* and *Code of Business Conduct*. The audits take place every three years.
- k) Training hours are based only on information recorded in the Learning Management System. The numbers would be higher if manually recorded training hours were considered. Training hours per employee covers 100% of employees in the system.
- l) Nestlé has changed the definition of this KPI and moved from a definition driven by the job catalogue to one based on grades.

Our material issues and the SDGs

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Focusing on our material issues

We conduct a formal materiality analysis every other year to ensure we prioritize the issues that have the biggest impact on the economy, society and the environment, and that matter most to our stakeholders.

The materiality process

Our comprehensive materiality analysis is carried out every two years. This helps us to identify the economic, social and environmental issues that matter most to our business and our stakeholders. Conducting a thorough analysis in this way not only helps identify issues to be covered in our reporting but also supports decisions on where to focus internal resources.

Our 2020 materiality assessment

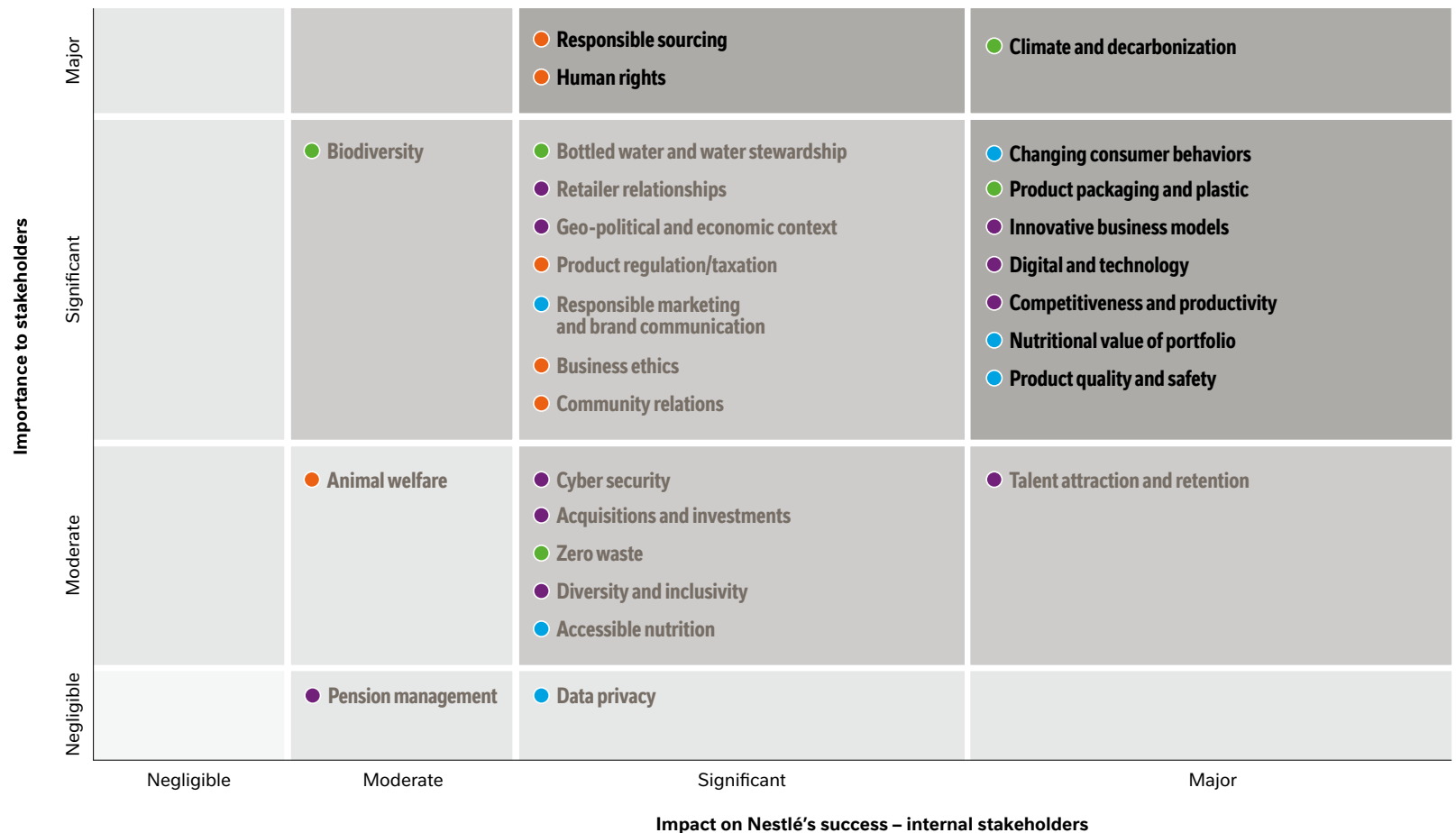
In 2020, we strengthened our materiality process when we fully integrated the assessment with Nestlé’s Enterprise Risk Management process. The move ensured that wider sustainability issues were incorporated into the risks and opportunities being considered across the company.

The assessment was undertaken by an independent third party to ensure complete confidentiality and impartiality. It was co-led internally by Public Affairs and Group Risk Management. After a research and planning stage, 72 key internal and external stakeholders were interviewed and asked to score issues by importance to them.

The final results were plotted on a materiality matrix (see below) with their position relative to the degree of stakeholder interest and potential business impact. Although these are the material issues facing our business, they should not be viewed in isolation. They are increasingly interconnected and can often impact each other. That is why we are moving more toward an integrated, holistic approach to managing sustainability.

[See the definitions of our material issues and how they map across our value chain.](#)

Nestlé materiality matrix



Material issues across the value chain

Our 27 material issues have been organized under our four material issue categories.

Through the materiality assessment, we refine our commitments and identify areas for improvement. We determine where we can have a positive impact across our value chain: from the people who produce the ingredients we depend on, to the transport of these ingredients to our factories, and eventually to consumers.

By conducting our materiality assessment, we can identify and respond to the needs of all these stakeholders. Some of these issues are essential for protecting and growing our revenues. Others have significant influence on our cost structure, supply chain and risk.

This table provides a summary of the issues that matter most across the value chain. It informs our growing understanding of the potential business impacts on the supply chain for a number of issues, including climate change, animal welfare, food waste, natural capital and human rights.

Material issues 2020	KEY: ○ Moderate (1) ● Significant (2) ● Major (3)				
	Agriculture 	Tier 1 suppliers 	Nestlé 	Retail/business channels 	Consumers
People and pets					
Accessible nutrition	●	●	●	●	●
Data privacy	●	●	●	●	●
Changing consumer behaviors	●	●	●	●	●
Nutritional value of the portfolio	●	●	●	●	●
Product quality and safety	●	●	●	●	●
Responsible marketing and brand communication	○	○	●	●	●

Material issues 2020	KEY: ○ Moderate (1) ● Significant (2) ● Major (3)				
	Agriculture 	Tier 1 suppliers 	Nestlé 	Retail/business channels 	Consumers
Communities					
Animal welfare	●	●	●	○	●
Responsible sourcing	●	●	●	●	●
Human rights	●	●	●	●	●
Product regulation and taxation	●	●	●	●	●
Business ethics	●	●	●	●	●
Community relations	●	●	●	●	●

Material issues across the value chain

continued

Material issues 2020	KEY: ○ Moderate (1) ● Significant (2) ● Major (3)				
	Agriculture 	Tier 1 suppliers 	Nestlé 	Retail/business channels 	Consumers
Planet					
Biodiversity	●	●	●	○	○
Water stewardship	●	○	●	○	○
Zero waste	○	●	●	●	●
Climate and decarbonization	●	●	●	○	○
Product packaging and plastic	○	●	●	○	●

Material issues 2020	KEY: ○ Moderate (1) ● Significant (2) ● Major (3)				
	Agriculture 	Tier 1 suppliers 	Nestlé 	Retail/business channels 	Consumers
Maximizing long-term value					
Pension management	○	○	●	○	○
Retailer relationships	○	○	●	●	●
Geo-political and economic context	●	●	●	●	●
Cyber security	○	●	●	○	●
Aquisitions and investments	○	○	●	○	○
Diversity and inclusivity	○	●	●	●	○
Innovative business models	○	●	●	●	○
Digital and technology	●	●	●	●	○
Competitiveness and productivity	●	●	●	○	○
Talent attraction and retention	○	○	●	○	○

Materiality and the SDGs

We track where our activities can have an impact on achieving the SDGs. The following table illustrates where we have this impact, either directly or indirectly.

	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS		
People and pets																			
Accessible nutrition	●	●	●		●					●								●	
Data privacy																	●		
Changing consumer behaviors			●		●			●		●		●	●						
Nutritional value of the portfolio		●	●		●					●		●						●	
Product quality and safety			●			●			●				●					●	
Responsible marketing and brand communication			●	●								●	●					●	
Communities																			
Animal welfare			●							●			●					●	
Responsible sourcing	●		●	●	●			●		●		●		●	●			●	
Human rights	●			●	●			●		●							●	●	
Product regulation and taxation			●				●		●			●							
Business ethics																	●	●	
Community relations	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Planet																			
Biodiversity		●				●						●	●	●	●				
Water stewardship						●						●		●					
Zero waste		●					●		●		●	●	●					●	
Climate and decarbonization		●				●	●		●		●	●	●	●	●			●	
Product packaging and plastic									●			●	●	●	●				
Maximizing long-term value																			
Pension management	●								●	●		●						●	●
Retailer relationships		●	●						●	●			●					●	●
Geo-political and economic context	●	●	●	●	●		●	●	●	●	●		●					●	●
Cyber security																		●	●
Acquisitions and investments									●		●								
Diversity and inclusivity				●	●				●	●	●	●						●	●
Innovative business models			●						●	●		●	●	●					●
Digital and technology				●	●				●	●			●					●	●
Competitiveness and productivity									●	●									●
Talent attraction and retention	●			●	●				●		●								●

● Indicates where Nestlé activities under a material issue have an impact (direct or indirect) on achieving the SDGs. Does not indicate the scale of Nestlé's contribution.

How our global initiatives support the SDGs

Our global initiatives, from fostering healthy lifestyles in children and providing support for young people around the world to good water stewardship, contribute to progress toward some of the UN SDGs.




Everything starts with healthier kids

We believe that by helping new generations eat and drink better and move more, we will enhance quality of life and contribute to a healthier future.

Nestlé for Healthier Kids is a global initiative that brings together all our efforts to support parents and caregivers on their journey to raise healthier kids.

From leading research and product formulation to education, innovative nutrition and lifestyle services, our ambition is to help 50 million children lead healthier lives by 2030. To date, *Nestlé for Healthier Kids* has helped over 79 million children across the world.

 [Read more about our *Nestlé for Healthier Kids* initiative](#)


 [Read more about our commitment to empower parents, caregivers and teachers to foster healthy behaviors in children](#)




Investing in young people

Our aim for our global youth initiative, *Nestlé needs YOUth*, is to help 10 million young people around the world have access to economic opportunities by 2030. This global initiative combines and coordinates all our activities that support young people around the world, including the Global Alliance for YOUth.

In addition to employability, the initiative now also focuses on the next generation of farmers and entrepreneurs across Nestlé's value chain, and seeks to encourage innovation, not least through a challenge on the HENRi@Nestlé open innovation platform.

 [Read more about our *Nestlé Needs YOUth* initiative](#)

 [Read more about our commitment to young people](#)





Water: our most precious resource

Water is essential to life and critical to our business, from the crops grown by our suppliers to the processes we use to manufacture our foods and beverages. That is why it is important we have an integrated, global approach to promoting good water stewardship across our business.

Our global efforts to improve our environmental performance involve stewarding water resources for future generations. We focus on continuing to reduce withdrawals and reuse water in our operations, working with other stakeholders to protect and manage water at a catchment or community level, and helping increase access to safe water and sanitation.

 [Read more about our *Caring for Water* initiative](#)

 [Read more about our commitments to caring for water](#)

 [Read more about materiality and the SDGs](#)

Responsible sourcing

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Responsible sourcing definitions

We obtain all our raw materials in accordance with our *Responsible Sourcing Standard*. For each of our priority raw materials the exact definition of what constitutes 'responsibly sourced' is outlined here.

Nestlé responsible sourcing definitions 2020

Priority raw materials	Definition of responsibly sourced	Definition of assessed as deforestation-free ¹
Cereals and grains	Cereals and grains volumes are considered responsibly sourced when they meet one of the following criteria: a. From low-risk countries (Europe, USA). b. Have been certified by Farm Sustainability Assessment (FSA) GLOBAL G.A.P. and FSA add-on or any standard benchmarked by FSA. c. Have been assessed as compliant with the Nestlé <i>Responsible Sourcing Standard</i> by Control Union. d. From origins with a regenerative agriculture project in place.	N/A
Cocoa	Cocoa volumes are considered responsibly sourced when they meet one of the following criteria: a. Have been certified by Rainforest Alliance/UTZ (African and Asian origins and Ecuador) b. Are from <i>Nestlé Cocoa Plan</i> origin programs (Mexico, Venezuela, Brazil).	N/A
Coconut	Coconut volumes are considered responsibly sourced when they have been independently checked against the Nestlé Responsible Sourcing Standard through one of the following methods: a. Expert desk-based analysis including publicly available data, company data and consideration of certification and equivalent sustainability schemes. b. Site visits following initial desk-based risk assessment and prioritization. If gaps are identified during desk-based analysis or site visits, development, implementation and monitoring of continuous improvement plans is required.	N/A
Coffee	Coffee volumes are considered responsibly sourced when they meet one of the following criteria: a. Have been certified by 4C, Rainforest Alliance/UTZ or Fairtrade. b. From validated and independently verified programs (<i>Nespresso's</i> AAA, Starbucks' C.A.F.E. Practices, Certifica Minas, Comexim app, Olam's AtSource).	N/A
Dairy	Fresh milk and dairy processed ingredients volumes are considered responsibly sourced when they meet one of the following criteria: a. Farm assessments have been performed by a third-party verification company (e.g. SGS, Control Union, Bureau Veritas) on a sample group of farmers supplying Nestlé directly or through one of the dairy processed ingredients suppliers. b. Nestlé has engaged with a dairy processed ingredients supplier in remediation/capacity-building "value adding projects" (e.g. animal welfare, greenhouse gas (GHG) emissions, water) driving greater responsible sourcing/sustainability in the Nestlé supply chain.	N/A
Fish and seafood	Fish and seafood volumes are considered responsibly sourced when they meet one of the following criteria: a. From low- and medium-risk origins as certified by FishSource or Seafood Watch. b. Have been certified by any of the following: Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC), Iceland Responsible Fisheries Management, Alaska Responsible Fisheries Management, Global Aquaculture Alliance's Best Aquaculture Practices, GLOBAL G.A.P. Aquaculture Certification. c. From a fishery or aquaculture improvement project or from IFFO RS-certified origins, with continued engagement with suppliers.	N/A
Hazelnut	Hazelnut volumes are considered responsibly sourced when they meet one of the following criteria: a. Turkey: Segregated volumes are from verified gardens. b. Other sourcing countries: Volumes are from a village where there is monitoring, awareness and/or remediation activities co-funded by Nestlé.	N/A
Meat, poultry and eggs	Meat, poultry and eggs volumes are considered responsibly sourced when they meet one of the following criteria: a. Farm assessments have been performed by a third-party verification company (e.g. SGS, Control Union) on a sample group of farmers involved in the Nestlé supply chain. b. Nestlé has engaged with the supplier in remediation/capacity-building "value adding projects" (e.g. animal welfare, GHG emissions, water) driving greater responsible sourcing/sustainability in the Nestlé supply chain.	Meat volumes are assessed as deforestation-free when they are traceable to locations that meet one of the following criteria: a. Classified as low risk of deforestation by relevant literature. b. Assessed through on-the-ground assessments (SGS audits).

¹ In 2010, Nestlé committed to deforestation-free supply chains. The scope of this commitment includes Nestlé's direct supplies of palm oil, pulp and paper, soya, sugar and meat (excluding meat by-products as well as meats other than beef and pork). More information about our commitment and our progress can be found on [page 17](#).

Responsible sourcing definitions

continued

Priority raw materials	Definition of responsibly sourced	Definition of assessed as deforestation-free ¹
Palm oil	<p>Palm oil volumes are considered responsibly sourced when they meet one of the following criteria:</p> <ul style="list-style-type: none"> a. Have been independently verified as aligned with Nestlé <i>Responsible Sourcing Standard</i>. b. From supply chains with robust timebound action plans supported by substantial evidence they are progressing toward fully implementing the Nestlé <i>Responsible Sourcing Standard</i>. c. From Roundtable on Sustainable Palm Oil (RSPO) segregated or identity preserved certified supply chains. 	<p>Palm oil volumes are assessed as deforestation-free when they are traceable to locations that meet one of the following criteria:</p> <ul style="list-style-type: none"> a. Assessed through on-the-ground assessments (e.g. HCS/HCV assessments, site assessment) by partners (e.g. Earthworm Foundation). b. RSPO segregated or identity preserved certified supply chains. c. Traceable to origins that are assessed as deforestation-free via satellite monitoring systems such as Starling.
Pulp and paper	<p>Pulp and paper volumes are considered responsibly sourced when they meet one of the following criteria:</p> <ul style="list-style-type: none"> a. All recovered fiber and virgin fiber from a low-risk country of harvest is considered responsibly sourced. b. Have been certified by Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC). c. Have been assessed by Earthworm Foundation as being compliant with the Nestlé <i>Responsible Sourcing Standard</i>. d. From communities where a rurality project is implemented. 	<p>Pulp and paper volumes are assessed as deforestation-free when they are traceable to locations that meet one of the following criteria:</p> <ul style="list-style-type: none"> a. Classified as low risk of deforestation by relevant literature. b. Assessed through on-the-ground assessments (e.g. High Conservation Value/Habitat deforestation) by partners (e.g. Earthworm Foundation). c. Certified by FSC or PEFC. d. Recycled or recovered fiber traceable to mill and assessed as low risk.
Soya	<p>Soya volumes are considered responsibly sourced when they meet one of the following criteria:</p> <ul style="list-style-type: none"> a. Have been certified by Roundtable on Responsible Soy (RTRS), GLOBAL Proterra, and any standard benchmarked by FSA Silver level. b. Have been assessed as compliant with Nestlé <i>Responsible Sourcing Standard</i> by Proforest or Control Union. c. From low-risk countries in North America (Canada and USA) and Europe (including Russia). d. From origins where a Responsible Sourcing program is in place (including volumes covered with RTRS regional credits). 	<p>Soya volumes are assessed as deforestation-free when they meet one of the following criteria:</p> <ul style="list-style-type: none"> a. Traceable to origins classified as low risk of conversion of natural ecosystems by relevant literature². b. Traceable to high-risk origins (Amazon and Cerrado biome in Brazil, Gran Chaco biome in Argentina and Paragua) and certified by RTRS, Proterra or other accepted standard³.
Spices	<p>Spices volumes are considered responsibly sourced when they meet one of the following criteria:</p> <ul style="list-style-type: none"> a. The volumes come from suppliers, farms or communities engaged in the Responsible Sourcing Spices program and have committed to an improvement roadmap. b. The volumes are covered by an equivalent standard/program. 	N/A
Sugar	<p>Sugar volumes are considered responsibly sourced when they have been independently checked against the Nestlé <i>Responsible Sourcing Standard</i> through one of the following methods:</p> <ul style="list-style-type: none"> a. Expert desk-based analysis including publicly available data, company data and consideration of certification and equivalent sustainability schemes. b. Site visits following initial desk-based risk assessment and prioritization. c. If gaps are identified during desk-based analysis or site visits, development, implementation and monitoring of continuous improvement plans is required. 	<p>Sugar volumes are assessed as deforestation-free when they meet one of the following criteria:</p> <ul style="list-style-type: none"> a. Expert desk-based analysis including publicly available data, company data, GIS analysis and consideration of certification and equivalent sustainability schemes. b. Desk-based analysis finds that country or jurisdictional legislation on deforestation is aligned with Nestlé <i>Responsible Sourcing Standard</i> criteria and there is strong law enforcement. c. Mills and supply base are site assessed and no or minor gaps found for deforestation and HCV conversion for sugarcane production. d. Traceable to origin and certified under accepted standards.
Vegetables	<p>Vegetable volumes are considered responsibly sourced if they come from a supplier working with farms that have been assessed by a third party accredited by Nestlé using either FSA or a standard benchmarked with FSA at Silver level and that have an improvement plan in place for gaps found during the assessments.</p>	N/A

² Origins classified as high risk of conversion of natural ecosystems are the Amazon and Cerrado regions in Brazil and the Gran Chaco region in Argentina and Paraguay. All other origins are classified as low risk.

³ Other certification schemes and voluntary standards can be assessed as 'deforestation-free' compliant by Proforest.

Responsible sourcing KPIs

We responsibly source our ingredients, in accordance with our *Responsible Sourcing Standard*. In the table here, we detail how much of each raw material has been sourced responsibly. We have also traced our raw materials as far as possible to determine exactly where they have come from.

Nestlé responsible sourcing KPIs 2020

Priority raw materials	Volume (in kilotonnes)	Traceability	Level of traceability	Responsibly sourced	Assessed as deforestation-free
Cereals and grains	4303	82%	Back to cooperative, warehouse or country of origin	60%	N/A*
Cocoa	436	46%	Back to farm	46%	N/A*
Coconut	35	84%	Back to province	47%	N/A*
Coffee**	985	76%	Back to an identified group of farmers	77%	N/A*
Dairy	17 254	91%	Back to farm	86%	N/A*
Fish and seafood	200	88%	Back to vessel of origin (wild fish) and farm of origin (farmed fish), FAO Zone (wild by-products) or country (farmed by-products)	69%	N/A*
Hazelnut	4.7	84%	Back to farm	69%	N/A*
Meat, poultry and eggs	2193	56%	Back to slaughterhouse	27%	Meat: 98%
Palm oil	453	70%	Back to plantation	85%	70%
Pulp and paper	1154***	96%	Back to country of origin (applies to virgin fiber only)	84%	94%
Soya	491	93%	At least back to crush site	90%	90%
Spices	18	58%	Back to farm areas	48%	N/A*
Sugar	2008	94%	Back to country of origin, mill and supply base	67%	91%
Vanilla	1.1	89%	Back to plantation	89%	N/A*
Vegetables	1292	52%	Back to farm	21%	N/A*

* As of end of December 2020, 90% of our key forest-risk commodities in scope (meat, palm oil, pulp and paper, soya and sugar) were assessed as deforestation-free. More information is available on [page 17](#)

** Includes *Nespresso*

*** Of which 639 kilotonnes is recovered fiber

No Deforestation Progress

Background: In 2010, Nestlé committed to deforestation-free supply chains. Our *Responsible Sourcing Standard* is the tool that we use to operationalize our commitment.

Scope: Direct supplies of palm oil, pulp and paper¹, soya, meat² and sugar.

These commodities account for over four million kilotons sourced annually by Nestlé. They are considered to have the highest impact on deforestation and conversion of natural ecosystems, and are therefore the priorities for Nestlé to tackle. Other commodities, such as cocoa and coffee, may also be problematic in some origins, and are addressed on a country-by-country basis.

Our objective is to ensure that the raw materials that we buy do not originate from:

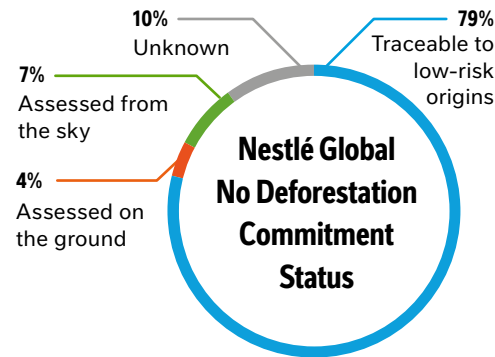
- Areas converted from High Carbon Stock (HCS) forests and habitat such as peatland, wetlands, savannas.
- Areas converted from natural ecosystems.
- Peatlands of any depth, except where farming practices protect peat.
- IUCN protected areas categories I-IV.
- UNESCO World Heritage Sites and wetlands on the [Ramsar List](#).

Cut-off dates:

- Palm oil, pulp and paper, sugar, meat: December 31, 2015.
- Soya: Aligned to sectoral cut-off dates where they exist (e.g. Amazon Soy Moratorium). When no sectoral cut-off date exists, we apply December 31, 2015 as a cut-off date.

¹ Includes recycled volumes that are traceable to mill and assessed as low risk.

² Meat by-products as well as meats other than beef and pork are excluded from the scope of the commitment.



**90% assessed as deforestation free
4.3 million tonnes**

Our approach: To implement our no-deforestation commitment, we apply a risk-based approach. We map our supply chains to know where the raw materials that we buy come from. In at-risk origins, we take steps to verify that our purchases are not contributing to deforestation or conversion of natural habitats.

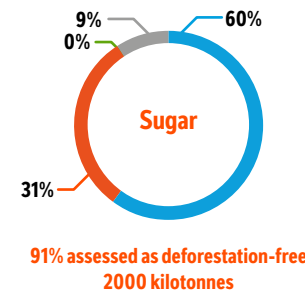
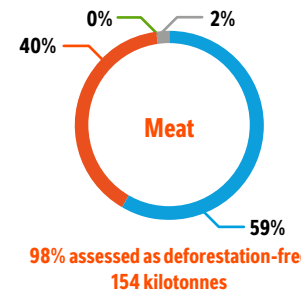
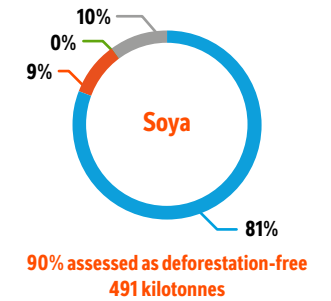
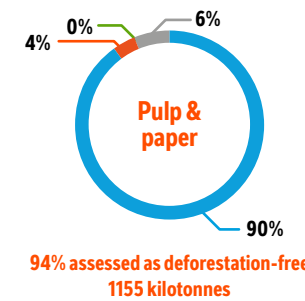
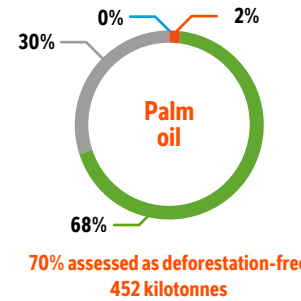
Based on this approach, the following volumes are **assessed as deforestation-free**:

● **Traceable to low-risk origin** = Volumes have been traced back to regions classified as at low risk of deforestation using tools like Maplecroft. The traceability exercise is carried out in collaboration with our partners (e.g. Earthworm Foundation and Proforest) or using technology (e.g. SupplyShift).

● **Assessed on the ground** = Volumes have been assessed through on-the-ground assessments, including by HCSA & HCV assessments, by our partners (e.g. Earthworm Foundation, Proforest, SGS) and/or through certification such as RTRS and Proterra (soya), FSC and PEFC (paper), and RSPO (palm oil). Only segregated volumes are accepted as deforestation-free.

● **Assessed from the sky** = Volumes have been assessed through satellite monitoring of production sites (farms, mills or supply area) in our supply chain identified through a traceability exercise.

● **Unknown** = Not traced or being traced but not yet deforestation-free.



Toward a Forest Positive Strategy

Forests are key to fighting climate change and achieving our zero net emissions commitment. They also provide livelihoods to millions of people around the world.

Up to 2020, our focus has been on addressing deforestation in our key forest-risk commodities supply chains. Building on our 10-year experience, we are moving toward a Forest Positive Strategy, where we will work not only to actively conserve and restore forests but also to promote sustainable livelihoods and respect human rights.

Our strategy, to be published in 2021, will comprise three pillars:

1. Achieve and maintain **100% assessed as deforestation-free supply chains**.

2. **Proactively conserve forests:** assessing where there is risk of future deforestation, forest degradation or land conflicts, and taking a forward-looking approach to ensure active **long-term conservation** of forests and respect for community and indigenous land rights in our supply chain.

3. **Investing in sustainable landscapes:** investing in conservation, restoration and multi-stakeholder sustainable land use planning to ensure our raw materials originate from sustainable landscapes where production and forest protection work in harmony while human rights are respected.

We will also continue to engage the industry and other stakeholders to work together to address specific data gaps and improve supply chain transparency, including traceability and how to best address customary forests and community rights.

Theory of Change model

To identify and prioritize issues and suitable interventions, and measure the outcomes, we have adopted a Theory of Change (ToC) management approach.

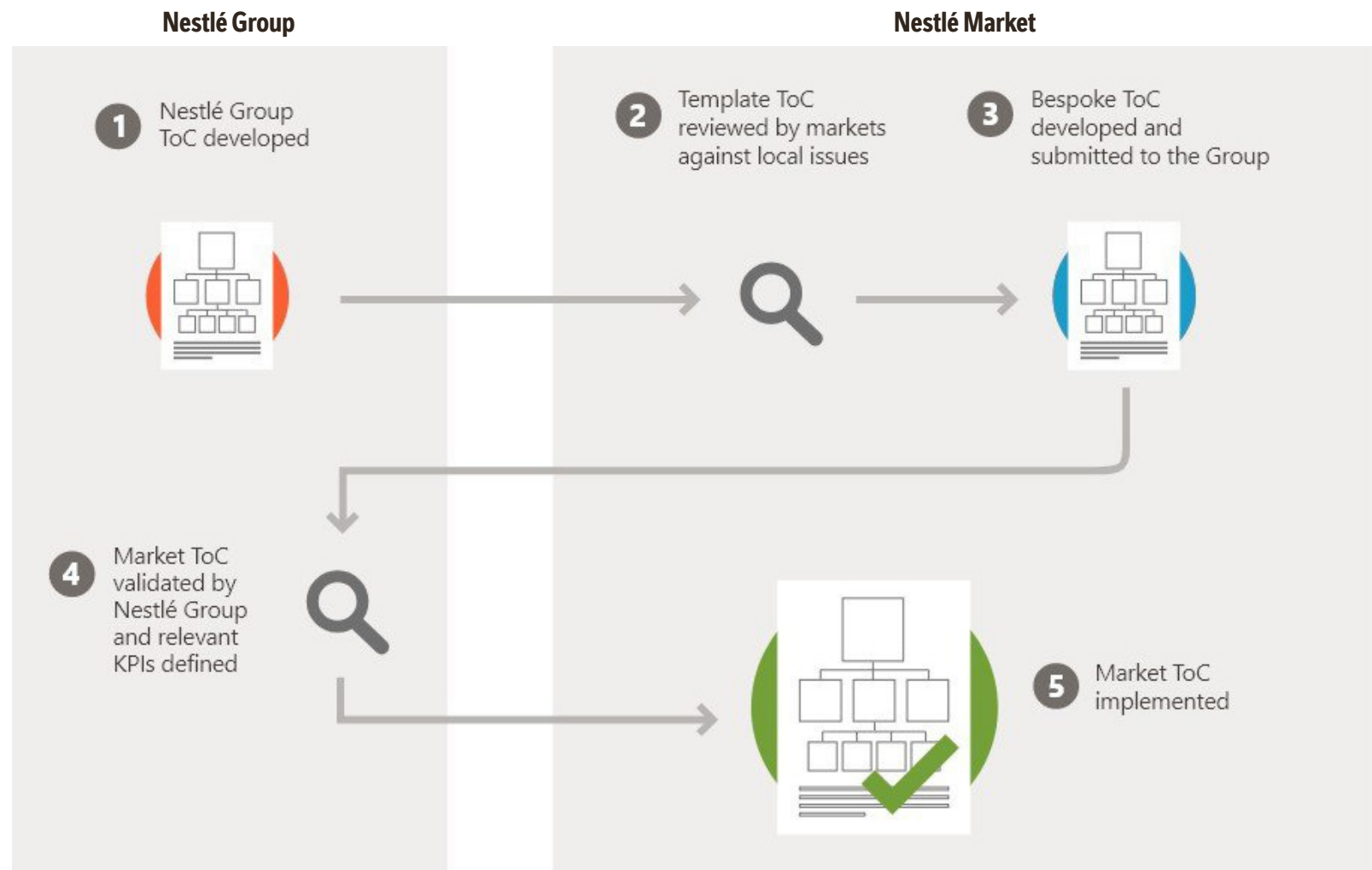
The five stages of ToC are to:

- Identify and prioritize issues through a materiality assessment exercise (e.g. RDF and RISE).
- ‘Reverse engineer’ – mapping backwards from intended impacts to the preconditions needed to achieve them.
- Define assumptions about the context.
- Identify interventions that create the desired changes.
- Define performance indicators to measure outcomes.

By using the ToC model, we can:

- Define and articulate long-term sustainability goals and outcomes.
- Measure ongoing progress toward short- and medium-term milestones.
- Question any assumptions we have made in defining our goals.
- Identify and mitigate physical and reputational risks.
- Allocate resources and prioritize activities to do the most good.
- Communicate our impact on farmer livelihoods and rural development to stakeholders.
- Use the information to support training and technical assistance for our suppliers.

Of course, needs and situations differ across markets, so we have developed a generic Group-level ToC for key categories, which can be reviewed and adapted to suit local requirements. Local markets can suggest changes to the Group to meet their needs. When approved, relevant key performance indicators (KPIs) are developed, and these are consolidated at Group level, creating a comprehensive model for measuring and monitoring impacts, which is reviewed annually.



Human rights additional reporting

In this section

- 20 Human rights governance
- 21 Salient human rights issues
- 22 Human rights journey
- 24 Nestlé policy commitments
- 26 UN Guiding Principles Reporting Framework (UNGPRF) Index of Answers



Human rights governance

In 2020, we refreshed the governance model to ensure clear roles and responsibilities for human rights with more focused Executive Board ownership.

Senior level sponsorship

Board of Directors

Nominations and Sustainability Committee

Executive Board

Executive Vice President
General Counsel,
Corporate Governance
and Compliance

Cross-functional governance

Coordination and alignment

Human rights community

Implementation oversight

- Group Compliance and Risk Committee
- Zone Compliance Committees
- Market Compliance Committees

Advocacy

- Global Advocacy Coordination Committee
- Zone Advocacy Committees
- Market Advocacy Committees

Issue management

- Corporate issues roundtable
- Strategic business unit and function issue roundtables
- Market issue roundtables

Salient human rights issues

The table here outlines the interested stakeholder groups and the main governance functions responsible for managing our salient human rights issues.

Salient issues

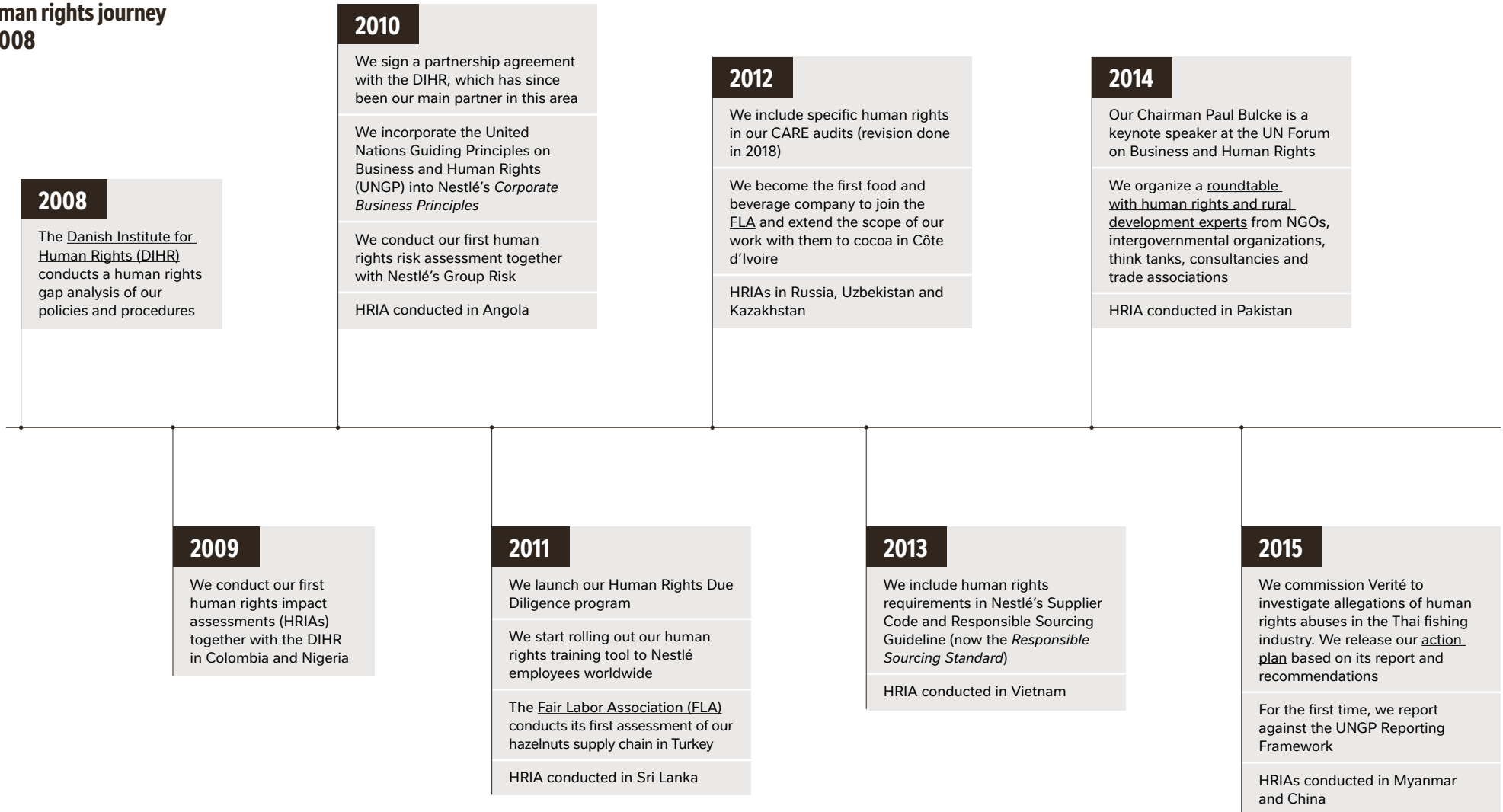
Salient human rights issues	Rights holders						Governance	
	Employees	On-site contractors	Direct suppliers	Farmers and farm workers	Consumers	Local communities	Lead function	Support functions
1 Freedom of association and collective bargaining	●	●	●	●			Human Resources	Procurement
2 Working time	●	●	●	●			Human Resources	Procurement
3 Workers' accommodation and access to basic services	●	●	●	●			Human Resources	Procurement
4 Safety and health	●	●	●	●		●	Safety, Health and Environment	Human Resources; Procurement; Agriculture; Engineering; Manufacturing; Supply Chain; Sales; Group Risk Services; Security
5 Living wage	●	●	●	●			Human Resources	Procurement Agriculture
6 Child labor			●	●			Procurement	Strategic business units; Agriculture
7 Forced labor			●	●			Procurement	Strategic business units; Agriculture
8 Land acquisition						●	Procurement	Operations
9 Access to water and sanitation	●	●	●	●		●	Water	Operations
10 Access to grievance mechanisms	●	●	●	●	●	●	Compliance	Public Affairs
11 Data protection and privacy	●			●	●		Legal	IT Security

Discrimination

Market Compliance Committees

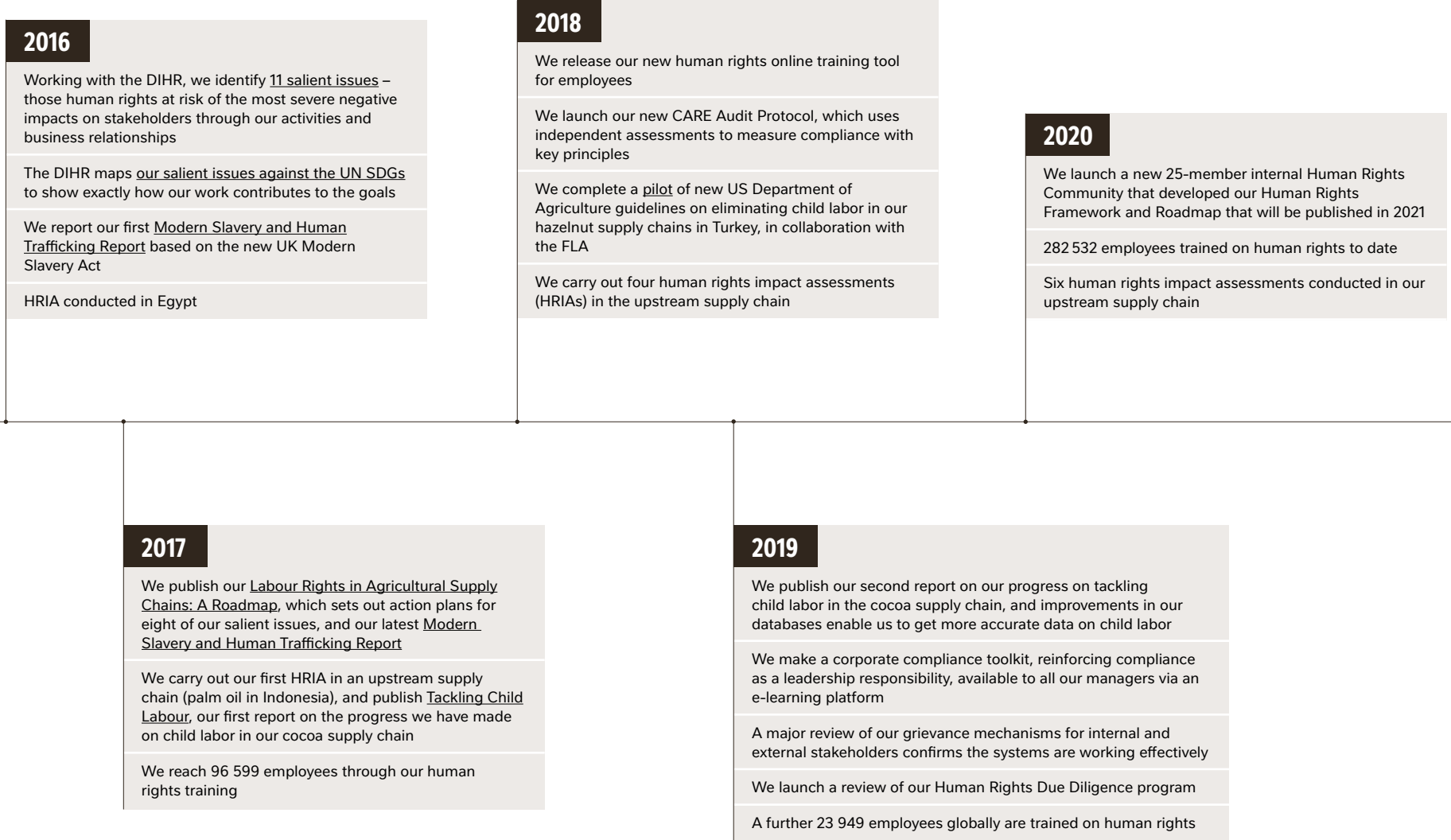
Human rights journey

Our human rights journey since 2008



Human rights journey

continued



Nestlé policy commitments

In the table on the right, we outline which salient human rights issues are addressed by Nestlé’s policies and procedures.

Nestlé policy commitments

Name of policy or procedure	Approval date	Rights holders	Human rights issue addressed
Nestlé Employee Relations Policy	2010	Nestlé employees	<ul style="list-style-type: none"> Freedom of association and collective bargaining
The Nestlé Policy on Transparent Interaction with Authorities and Organisations	2010	Public officials Citizens	<ul style="list-style-type: none"> Corruption and bribery Lobbying
Flexible Work Environment at Nestlé	2010	Nestlé employees	<ul style="list-style-type: none"> Working time (work-life balance)
Privacy Policy	2010	Nestlé employees Consumers Other stakeholders (e.g. suppliers, service providers)	<ul style="list-style-type: none"> Data privacy
Nestlé Consumer Communication Principles	2011	Consumers (including children)	<ul style="list-style-type: none"> Right to information Health
Nestlé Group Security: Objectives, Operational and Organisational Requirements	2011	Nestlé employees Local communities	<ul style="list-style-type: none"> Security staff’s training on use of force
Nestlé Policy on Conditions of Work and Employment	2011	Nestlé employees On-site contractors	<ul style="list-style-type: none"> Working time Competitive and fair wages Health and safety
Nestlé Commitment on Rural Development	2012	Farmers Farm workers Local communities (rural)	<ul style="list-style-type: none"> Living wage Working conditions Health and safety Health, water, education, gender, food Land tenure
The Nestlé Human Resources Policy	2012	Nestlé employees	<ul style="list-style-type: none"> Working conditions Freedom of association and collective bargaining
The Nestlé Commitment on Child Labour in Agricultural Supply Chains	2013	Children (living in rural communities)	<ul style="list-style-type: none"> Child labor
CARE audit protocol	2013 & 2018 (revised)	Nestlé employees On-site contractors	<ul style="list-style-type: none"> Occupational health and safety Privacy Non-harassment Working time Wages and benefits Health and safety
The Nestlé Commitment on Land & Land Rights in Agricultural Supply Chains	2014	Farmers Farm workers Local communities (rural) Indigenous peoples	<ul style="list-style-type: none"> Land tenure, including customary rights Free, prior and informed consent
Nestlé Commitment on Water Stewardship	2014	Nestlé employees Local communities	<ul style="list-style-type: none"> Access to water and sanitation
Nestlé Commitment on Land & Land Rights in Agricultural Supply Chains	2014	Farmers Farm workers Local communities	<ul style="list-style-type: none"> Housing Access to water and sanitation Privacy Health Occupational health and safety Land use rights

Nestlé policy commitments

continued

Name of policy or procedure	Approval date	Rights holders	Human rights issue addressed
Nestlé Marketing Communication to Children Policy	2015	Children	<ul style="list-style-type: none"> Marketing to children
Nestlé Commitment on Labour Rights in Agricultural Supply Chains	2015	Suppliers' workers Farm workers	<ul style="list-style-type: none"> Freedom of association and collective bargaining Forced and bonded labor Child labor Health and safety Accommodation and basic needs Working time Living wage
Maternity Protection Policy	2015	Nestlé employees	<ul style="list-style-type: none"> Right to social security, including social insurance
<i>Responsible Sourcing Standard</i>	2018	Farmers Farm workers Local communities (rural) Suppliers' and co-manufacturers' workers	<ul style="list-style-type: none"> Child labor Fair wages Working time Housing Access to water and sanitation Privacy Health Freedom of association and collective bargaining Occupational health and safety Land use rights
Nestlé Guidelines on Respecting the Human Rights to Water and Sanitation	2016	Local communities	<ul style="list-style-type: none"> Access to water and sanitation
Nestlé Global Parental Support Policy	2019	All employees	<ul style="list-style-type: none"> Working conditions Right to social security, including social insurance
<i>Corporate Business Principles</i>	2020	All employees	<ul style="list-style-type: none"> Ethical framework, ensuring integrity of action and compliance with laws, regulations and Nestlé's commitments

UN Guiding Principles Reporting Framework (UNGPRF) Index of Answers

We continually review and assess the human rights risks of our business activities. We strive to prevent and address any negative impacts we may have on the rights of those whom we employ, do business with or interact with along our value chain.

Nestlé was one of the first companies to adopt the UNGPRF as part of our reporting, as outlined in the UN Guiding Principles on Business and Human Rights. The index on the following pages summarizes the information we include on our human rights approach and activities in our *Creating Shared Value and Sustainability Report 2020* and online at www.nestle.com/csv.

Abbreviations

Web: Pages on www.nestle.com/csv site

The following references are used for chapters in the *Creating Shared Value and Sustainability Report 2020*:

IaF: Individuals and families

C: Communities

P: Planet

CSV and SR 2020 Appendix: *Creating Shared Value and Sustainability Report 2020 Appendix*

UN Guiding Principles Reporting Framework Index of Answers

Section of the framework	UNGPRF	Page number or link
Policy commitment		
A.1	<p>What does the company say publicly about its commitment to respect human rights?</p> <p>To explain how the reporting company understands its responsibility to respect human rights, and how it articulates its resulting expectations of its workforce, business partners and businesses or other entities directly linked to its operations, products or services.</p> <p>The key for addressing this question is to focus on:</p> <p>a) public commitments, and not policies that are only internal;</p> <p>b) commitments that relate to respect for human rights across the company's own activities and business relationships, and not philanthropic or other activities that support or promote human rights more generally.</p>	<p>This response provides language on the responsibility of respecting human rights and Nestlé's commitments to addressing human rights.</p> <p>C: Respecting and promoting human rights p34 C: Enhancing rural development and livelihoods p28 CSV and SR 2020 Appendix: Nestlé policy commitments p24–25 Web: https://www.nestle.com/csv/impact/commitments Web: https://www.nestle.com/csv/impact/respecting-human-rights Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/csv/impact/respecting-human-rights/ethical-conduct Web: https://www.nestle.com/csv/what-is-csv/ethical-business</p>
A.1.1	<p>How has the public commitment been developed?</p> <p>Explain the various factors that have informed the content of the reporting company's public commitment, including the internal or external stakeholders and experts who have had a role in its development.</p> <p>A public human rights commitment, whilst not static, provides a somewhat constant reference point over time for individuals within and outside the company.</p> <p>Any internal and/or external consultative processes that contributed to the development of the public commitment;</p> <p>How external inputs are reflected in the policy;</p> <p>Whether, and if so how, senior management and/or the Board were involved in the development of the commitment;</p> <p>The level (Board, senior management, or other) at which the public commitment was approved;</p> <p>Any changes in the public commitment within the reporting period;</p> <p>Any plans to update the public commitment within the next reporting period.</p>	<p>This response provides language on the factors informing Nestlé's public commitment, including which stakeholders and experts were involved in development.</p> <p>C: Implement responsible sourcing p31 C: Respecting and promoting human rights p34 C: Assess and address human rights impacts p35 Web: https://www.nestle.com/csv/performance Web: https://www.nestle.com/csv/impact/rural-livelihoods/responsible-sourcing Web: https://www.nestle.com/csv/impact/respecting-human-rights Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/csv/impact/respecting-human-rights/ethical-conduct Web: https://www.nestle.com/csv/what-is-csv/governance Web: http://www.nestle.com/asset-library/documents/creating-shared-value/labour-rights-roadmap.pdf</p>
A.1.2	<p>Whose human rights does the public commitment address?</p> <p>To give more information about the specific groups that the reporting company's public commitment to respect human rights aims to address, in order to place the remainder of the company's reporting in context.</p> <p>Whether the public commitment covers all individuals and groups who may be impacted by the company's activities or through its business relationships, or whether it relates to certain, specific groups and, if so, which ones and why;</p> <p>Any groups to which the company pays particular attention, and why;</p> <p>Any plans to change the scope of individuals or groups covered by the policy commitment, and why.</p>	<p>This response provides language on the specific groups, if any, Nestlé's commitment to respecting human rights aims to address, as well as any changes in those groups.</p> <p>C: Respecting and promoting human rights p34 C: Implement responsible sourcing p31 C: Assessing and addressing human rights impacts p35 C: Protecting workers and children p36 CSV and SR 2020 Appendix: Salient human rights issues p21 Web: https://www.nestle.com/csv/impact/rural-livelihoods/responsible-sourcing Web: https://www.nestle.com/csv/impact/respecting-human-rights Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: http://www.nestle.com/asset-library/documents/creating-shared-value/labour-rights-roadmap.pdf Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p>

Section of the framework	UNGPRF	Page number or link
A.1.3 How is the public commitment disseminated?	<p>Explain how the reporting company's public commitment is shared with those for whom it is relevant, whether because they are expected to implement it (for example, the company's contractors and suppliers), because they have a direct interest in its implementation (for example, potentially affected communities, investors, consumers, and civil society organizations), or both (for example employees and contract workers).</p> <p>One key consideration for how to disseminate the policy commitment is also its accessibility to its target audiences. For example, some individuals may regularly access a website or company intranet; others may not have Internet access but be able to read documents; others may be illiterate. In response to this question, it will be relevant to reflect the extent to which the company tailors the way the policy commitment is disseminated according to the particular audience.</p> <p>Relevant information for the company's answer could include:</p> <p>Whether and how the public commitment is communicated to employees and other individuals who work for the company;</p> <p>Whether and how the public commitment is communicated to the company's business partners or others in the company's value chain;</p> <p>Whether and how the public commitment is disseminated in an accessible form to external stakeholders, in particular potentially affected stakeholders;</p> <p>Any limitations on the dissemination of the commitment, either internally or externally, and any plans to overcome those limitations.</p>	<p>This response provides language on how Nestlé communicates its public commitments to relevant parties.</p> <p>C: Respecting and promoting human rights p34 C: Assessing and addressing human rights impacts p35 C: Protecting workers and children p36 CSV and SR 2020 Appendix: Nestlé policy commitments p24–25 Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/csv/impact/commitments Web: https://www.nestle.com/aboutus/businessprinciples Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle_corporate_business_principles_us_english.pdf > Principle 2: Our people – Human rights Web: http://www.nestle.com/asset-library/documents/creating-shared-value/labour-rights-roadmap.pdf Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle-commitment-child-labour.pdf</p>
Embedding respect		
A.2 How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	<p>To describe the ways in which the reporting company sees respect for human rights as relevant to its core business and how it is reflected in the ways the company thinks about and carries out its activities and business relationships.</p> <p>The reporting company can focus on high-level evidence and indicators of the emphasis it places on respect for human rights across its activities and business relationships.</p>	<p>This response provides language on how Nestlé makes respecting human rights relevant to its core business and how it is reflected in the ways the company does business.</p> <p>C: Implement responsible sourcing p31 C: Respecting and promoting human rights p34 C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: About our reporting p2 CSV and SR 2020 Appendix: Human rights journey p22–23 CSV and SR 2020 Appendix: Nestlé policy commitments p24–25 Web: https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues Web: https://www.nestle.com/csv/impact/commitments Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle_corporate_business_principles_us_english.pdf Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle-cwa.com/en/csv/what-is-csv/public-policy-and-advocacy</p>
A.2.1 How is day-to-day responsibility for human rights performance organized within the company, and why?	<p>To describe where, within the company, those individuals with daily responsibility for human rights are located and their reporting lines to more senior decision-making levels, and to explain how this structure helps the company make respect for human rights part of how it conducts business.</p>	<p>This response provides language on identifying which employees are accountable for addressing human rights and how that accountability structure makes respecting human rights part of the company's business conduct.</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: About our reporting p2 CSV and SR 2020 Appendix: Salient human rights issues p21 Web: https://www.nestle.com/csv/what-is-csv/governance Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues Web: https://www.nestle.com/csv/impact/respecting-human-rights/ethical-conduct</p>



Section of the framework	UNGPRF	Page number or link
<p>A.2.2 What kinds of human rights issues are discussed by senior management and by the Board, and why?</p>	<p>To provide the reader with a sense of when, why and in what ways the most senior levels of the company's management and governance structures would become involved in addressing human rights-related issues and, therefore, how those individuals see their role in supporting respect for human rights within the company.</p> <p>Processes, indicators and/or criteria that the company uses to determine which issues are discussed by senior management or the Board;</p> <p>Examples of specific human rights issues discussed and/or examples of trends in types of human rights issues discussed at the senior management and Board levels during the reporting period;</p> <p>Information on whether any of the salient human rights risks or additional severe impacts identified in Part B were discussed at the senior management or Board level during the reporting period;</p> <p>Any principles or systems that dictate when and how senior management and/or the Board address dilemmas arising from tensions between respect for human rights and other business interests;</p> <p>Any examples of how a particular tension between respect for human rights and other business considerations was addressed by senior management and/or the Board during the reporting period.</p>	<p>This response provides language on how the senior leaders of Nestlé and governance structures become involved in addressing human rights issues and how those leaders see their role as supporting respect for human rights within the company.</p> <p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Our key performance indicators > Human rights and compliance p6 CSV and SR 2020 Appendix: Salient human rights issues p21 Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues Web: https://www.nestle.com/csv/what-is-csv/governance Web: https://www.nestle.com/aboutus/businessprinciples Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle_corporate_business_principles_us_english.pdf > Principle 2: Our people – Human rights</p>
<p>A.2.3 How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions?</p>	<p>To explain how the reporting company's high-level public commitment is translated into terms that are understandable for those working for the company and how they are equipped and motivated to implement the commitment in their daily work. This question moves beyond their awareness of the policy's existence to consider how they are enabled to understand its implications for their own decisions and actions.</p> <p>The means through which the company helps its workforce understand how their own decisions and actions can support (or hinder) implementation of the public policy commitment to respect human rights (e.g., internal policies, guidance documents, training, e-learning, human rights champions);</p> <p>Any examples of how these efforts are tailored to particular roles, functions or business units within the company;</p> <p>Any way in which the company seeks to share lessons learned about addressing actual impacts about reducing human rights risks and addressing actual impacts (e.g., case studies on the company's intranet, videos highlighting lessons learned, peer sharing, cross-functional meetings);</p> <p>Any incentives for the company's workforce, including senior management, to ensure they act with respect for human rights (e.g., internal recognition, performance metrics, performance evaluation, linking evaluation to remuneration and promotion opportunities);</p> <p>Any relevant 'speak-up' procedures or whistle-blowing mechanism to enable and/or encourage individuals to raise concerns internally regarding respect for human rights;</p> <p>How any tensions with other incentives driving the workforce are managed, (e.g., time pressures, cost pressures, other internal metrics that drive individual performance and which may, at times, be at odds with measures to respect human rights).</p>	<p>This response provides language on how Nestlé effectively communicates public commitments in terms understood and motivational to employees in their daily work. The response goes beyond just awareness.</p> <p>C: Assess and address human rights impacts p35 C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/csv/impact/respecting-human-rights/ethical-conduct Web: https://www.nestle.com/aboutus/businessprinciples Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle_corporate_business_principles_us_english.pdf > Principle 2: Our people – Human rights Web: http://www.nestle.com/asset-library/documents/creating-shared-value/labour-rights-roadmap.pdf (p6, 7, 9 and 14) Web: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p>

Section of the framework	UNGPRF	Page number or link
A.2.4 How does the company make clear in its business relationships the importance it places on respect for human rights?	<p>To explain how the reporting company conveys to business partners, suppliers, customers and others with which it has business relationships the particular relevance of its public human rights commitment, so as to engage their interest and motivate them to support its implementation through their own decisions and actions.</p> <p>The way in which human rights considerations inform company decisions to enter into or terminate a business relationship;</p> <p>The means through which the company conveys to third parties with which it has business relationships the intent and content of its commitment to respect human rights (e.g., a code of conduct, terms of a contract, capacity-building work);</p> <p>What specific aims or expectations the company has of those it works with directly or indirectly with regard to the implementation of its commitment to respect human rights;</p> <p>Any processes through which the company helps enable relevant third parties to act with respect for human rights (e.g., capacity-building, peer sharing, collaborative initiatives, technical support);</p> <p>Any way in which the company ensures it does not hinder other companies from respecting human rights (e.g., through intentional or unintentional pressure or incentives to overlook human rights issues);</p> <p>Any way in which the company ensures it does not hinder governments or other State entities from protecting human rights (e.g., through pressure in the negotiation of contract terms, lobbying against regulations aimed at improving human rights protections);</p> <p>Any incentives through which the company motivates business partners to act with respect for human rights (e.g., price premiums, increased orders or longer contracts with suppliers, repeat business, public recognition).</p>	<p>This response provides language on how Nestlé conveys the relevance of public human rights commitments to entities that it has business relationships with so as to engage their interest and motivation to support its implementation through their own actions.</p> <p>C: Assess and address human rights impacts p35 C: <i>Nestlé Cocoa Plan</i> p33 Web: https://www.nestle.com/csv/what-is-csv Web: https://www.nestle.com/csv/what-is-csv/ethical-business Web: https://www.nestle.com/csv/what-is-csv/governance Web: https://www.nestle.com/aboutus/businessprinciples Web: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle_corporate_business_principles_us_english.pdf > Principle 2: Human rights – Our people Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf Web: http://www.nestle.com/asset-library/documents/creating-shared-value/labour-rights-roadmap.pdf (p6, 7, 9 and 14) Web: http://www.nestle.com/asset-library/documents/library/documents/corporate_governance/nestle-policy-transparent-interactions-with-public-authorities.pdf</p>
A.2.5 What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result?	<p>To explain whether experiences or other insights that the reporting company has gained during the reporting period have led to improvements in the management of human rights impacts that should help the company better to meet its responsibility to respect human rights over time.</p> <p>Specific experiences or insights that have changed the company's approach to managing one or more human rights impacts;</p> <p>Changes made or planned to a policy, process or practice in order to better manage one or more human rights impacts.</p>	<p>This response provides language on experiences and insights Nestlé has gained during the reporting period that led to improvements in the management of human rights impacts. This helps in meeting its responsibility to respect human rights over time.</p> <p>C: Delivering impact through <i>Farmer Connect</i> p29 C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: About our reporting p2 Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p>
Statement of salient issues		
B.1 Statement of salient issues: State the salient human rights issues associated with the company's activities and business relationships during the reporting period.	<p>To set out clearly those human rights issues on which the remainder of the company's reporting under Section C of this Framework will focus. These issues should reflect the human rights at risk of the most severe negative impact through the company's activities or business relationships.</p>	<p>This response provides language on issues that reflect human rights at risk of the most severe negative impact through Nestlé's activities or business relationships.</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Salient human rights issues p21 Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights</p>

Section of the framework	UNGPRF	Page number or link
Explanation of salient issues		
<p>B.2 Determination of salient issues: Describe how the salient human rights issues were determined, including any input from stakeholders.</p>	<p>To enable the reader of the company’s reporting to understand the basic processes through which the company identified the salient human rights issues on which it is reporting, and the key factors that informed that process.</p> <p>Key aspects of the process through which the company arrived at the stated list of salient human rights issues on which the remainder of its reporting will focus;</p> <p>The key factors that informed the company’s assessment of salient human rights issues, with particular attention to the factors of severity and likelihood (see B1);</p> <p>If and how inputs from stakeholders were taken into account in the identification of the salient human right issues, in particular, inputs from potentially affected stakeholders;</p> <p>Any role of senior management and the Board in identifying and/or agreeing on the salient human right issues.</p>	<p>This response provides language on Nestlé’s basic processes through which the company identified salient human rights issues and key factors that informed the process.</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Salient human rights issues p21 CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/asset-library/documents/creating-shared-value/labour-rights-roadmap.pdf</p>
Geographical focus (if any)		
<p>B.3 Choice of focal geographies: If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.</p>	<p>For those reporting companies that adopt a geographical focus in their reporting, to explain the basis for that decision and the principles underlying the selection of the specific chosen geographies.</p> <p>Focal geographies should be selected with a primary focus on risk to human rights, and, therefore, favour geographies where the salient issues being reported are significant. This significance may be due to:</p> <ol style="list-style-type: none"> a local context of conflict or other weaknesses in the rule of law, placing the particular human rights at heightened risk; the particular vulnerability of certain groups in that location to impacts on the human rights in question, for instance, due to discriminatory laws or social practices; corruption or other factors that place the human rights in question at heightened risk from the actions of suppliers or other business partners. <p>Essential information for companies focusing their reporting on specific geographies includes:</p> <p>Which geographies form the focus for reporting in regard to which salient human rights issues;</p> <p>The reasons for the selection of those geographies, with due attention to the significance of risks to human rights.</p>	<p>This response provides language on Nestlé’s geographical focus on their reporting and the basis for the decisions and principles underlying the selection of the specifically chosen geographies.</p> <p>C: Delivering impact through <i>Farmer Connect</i> p29 C: Responsible coffee sourcing p32 C: <i>Nestlé Cocoa Plan</i> p33 C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Human rights journey p22–23 Web: https://www.nestle.com/sites/default/files/asset-library/documents/creating-shared-value/labour-rights-roadmap.pdf Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p>
Additional severe impacts (if any)		
<p>B.4 Additional severe impacts: Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues, and explain how they have been addressed.</p>	<p>To enable companies to report on how they have addressed any severe impacts that are unrelated to their salient human rights issues, and which are therefore distinct from any severe impacts related to the salient human rights issues on which it will be reporting under Section C of this Framework.</p> <p>This provision enables the reporting company to explain how it is addressing any severe impacts with which the company has been involved:</p> <ul style="list-style-type: none"> that occurred during the reporting period but are unrelated to the salient human rights issues on which the company is reporting under Section C; that occurred prior to the reporting period and are still being addressed, but are unrelated to the salient human rights issues on which the company is reporting under Section C. <p>If neither of these is the case, the reporting company need not address this section of the Framework. Questions C3.2, C4.3 and C6.5 enable the company to report on severe impacts that are related to its salient human rights issues.</p>	<p>This response provides language on how Nestlé has addressed any severe impacts that are unrelated to the salient human rights issues.</p> <p>C: Implement responsible sourcing p31 C: Respecting and promoting human rights p34 P: Caring for water p44 P: Acting on climate change p49 P: Safeguarding the environment p52</p>

Section of the framework	UNGPRF	Page number or link
Specific policies		
<p>C. 1 Does the company have any specific policies that address its salient human rights issues and, if so, what are they?</p>	<p>To inform the reader of any specific policies the reporting company has in place – in addition to its overarching public human rights commitment – that are particularly relevant to the salient issues identified. By outlining, or referring the reader to, key elements of the policy, the reporting company can help the reader understand the foundation for how the company approaches the management of each salient issue.</p>	<p>This response provides language on specific policies that Nestlé has in place that are particularly relevant to the salient issues identified.</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Policy commitments p24–25 CSV and SR 2020 Appendix: Salient human rights issues p21 Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights</p> <p>Issue 1: Freedom of association and collective bargaining Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 2: Working time C: Workplace health and safety p42</p> <p>Issue 3: Workers’ accommodation and access to basic services C: Protecting workers and children p36</p> <p>Issue 4: Safety and health C: Workplace health and safety p42 Web: https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p> <p>Issue 5: Living wage C: Promoting decent employment and diversity p39 Web: https://www.nestle.com/csv/impact/employment-diversity Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 6: Child labor C: Protecting workers and children p36 Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/communities/nestle-cocoa-plan Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/csv/raw-materials/vanilla Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p> <p>Issue 7: Forced labor C: Protecting workers and children p36 Web: https://www.nestle.com/asset-library/documents/creating-shared-value/responsible-sourcing/palm-oil-action-plan-2018.pdf Web: https://www.nestle.com/csv/raw-materials/coffee Web: https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf Web: https://www.nestle.com/csv/raw-materials/fish-seafood Web: https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Issue 8: Land acquisition C: Delivering impact through <i>Farmer Connect</i> p29 Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf Web: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate-social-responsibility/nestle-commitment-land-rights-agriculture.pdf</p>

Section of the framework	UNGPRF	Page number or link
C. 1 cont.		<p>Issue 9: Access to water and sanitation P: Access to water, sanitation and hygiene p48 Web: https://www.nestle.com/csv/impact/water/access-conservation</p> <p>Issue 10: Access to grievance mechanisms C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>Issue 11: Data protection and privacy Web: https://www.nestle.com/csv/what-is-csv/ethical-business Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility_nestle_corporate_business_principles_us_english.pdf > Principle 4: Business integrity – Privacy and ethical data management</p>
C.1.1 How does the company make clear the relevance and significance of such policies to those who need to implement them?	<p>To explain how specific policies aimed at managing the salient human rights issues are communicated to those who need to implement them, such that they understand why their implementation matters, and what they need to do to help put them into practice.</p> <p>Those with a role in the implementation of the policies might include employees, contract workers, suppliers, business customers, joint venture partners or others. The communication of a policy might vary depending on the intended audience and how the policy relates to their particular responsibilities.</p>	<p>This response provides language on how specific policies aimed at managing the salient human rights issues are communicated to those who need to implement them.</p> <p>Many of our standards and policies covering human rights and responsible sourcing are provided in multiple languages as we want them to be accessible.</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 Web: www.nestle.com/asset-library/documents/creating-shared-value/labour-rights-roadmap.pdf Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/suppliers_nestle-responsible-sourcing-standard-english.pdf</p>
Stakeholder engagement		
C.2 What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?	<p>To explain to the reader how the reporting company learns about the views of stakeholders who have insight into the salient issues on which it is reporting, and how it takes these perspectives into account in its decisions and actions.</p>	<p>This response provides language to explain how Nestlé learns about the views of stakeholders who have insight into the salient human rights issues on which it is reporting and how Nestlé incorporated these perspectives in its decisions and actions.</p> <p>Extensive evidence of our engagement with stakeholders can be found on all raw materials pages available from:</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 Web: https://www.nestle.com/csv/what-is-csv/stakeholder-engagement Web: https://www.nestle.com/csv/what-is-csv/partnerships-alliances</p> <p>Issue 1: Freedom of association and collective bargaining Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 2: Working time C: Workplace health and safety p42</p> <p>Issue 3: Workers' accommodation and access to basic services C: Protecting workers and children p36</p> <p>Issue 4: Safety and health C: Workplace health and safety p42 Web: https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p> <p>Issue 5: Living wage C: Promoting decent employment and diversity p39 Web: https://www.nestle.com/csv/impact/employment-diversity Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p>

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C.2 cont.		<p>Issue 6: Child labor C: Protecting workers and children p36 Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/communities/nestle-cocoa-plan Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/csv/raw-materials/vanilla Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p> <p>Issue 7: Forced labor C: Protecting workers and children p36 Web: https://www.nestle.com/asset-library/documents/creating-shared-value/responsible-sourcing/palm-oil-action-plan-2018.pdf Web: https://www.nestle.com/csv/raw-materials/coffee Web: https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/csv/raw-materials/fish-seafood Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsiblesourcing-standard-english.pdf</p> <p>Issue 8: Land acquisition C: Delivering impact through <i>Farmer Connect</i> p29 Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsiblesourcing-standard-english.pdf Web: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate_social_responsibility/nestle-commitment-land-rights-agriculture.pdf</p> <p>Issue 9: Access to water and sanitation P: Access to water, sanitation and hygiene p48 Web: https://www.nestle.com/csv/impact/water/access-conservation</p> <p>Issue 10: Access to grievance mechanisms C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>Issue 11: Data protection and privacy Web: https://www.nestle.com/csv/what-is-csv/ethical-business Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle_corporate_business_principles_us_english.pdf > Principle 4: Business integrity – Privacy and ethical data management</p>

Section of the framework	UNGPRF	Page number or link
C.2.1 How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?	<p>To convey to the reader the principles underlying the company's decisions with regard to stakeholder engagement in relation to each salient issue.</p> <p>Relevant Information:</p> <p>How the reporting company identifies stakeholders, including potentially impacted stakeholders (e.g., through a mapping process, based on internal or external guidance);</p> <p>On what occasions/at what times/how often the reporting company engages with stakeholders in relation to the salient issues (e.g., whether at certain points in a project or business process, on a regular basis (for example, through an advisory group, management-union dialogue or community dialogue table), in response to legal or other requirements, in response to stakeholder requests);</p> <p>Whether and how stakeholders or stakeholder groups, including potentially affected stakeholders or their legitimate representatives, can themselves initiate engagement with the reporting company in relation to any or all of the salient issues;</p> <p>What goals are set for engagement processes (e.g., to convey information, to hear views, to work in collaboration, to reach agreements).</p>	<p>This response provides language to convey the principles underlying the company's decisions with regard to stakeholder engagement in relation to each salient issue.</p> <p>Extensive evidence of our engagement with stakeholders can be found on all raw materials pages available from: https://www.nestle.com/csv/responsible-sourcing-raw-materials</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 Web: https://www.nestle.com/csv/what-is-csv/stakeholder-engagement Web: https://www.nestle.com/csv/what-is-csv/partnerships-alliances Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/asset-library/documents/creating-shared-value/labour-rights-roadmap.pdf</p>
C.2.2 During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	<p>To provide concrete examples of the reporting company's engagement with stakeholders in relation to each salient issue and their reasons for engaging.</p> <p>Relevant information for the company's answer could include:</p> <p>Specific organizations, groups or types of stakeholder engaged in particular operating contexts in relation to one or more salient issues, with particular attention paid to potentially affected stakeholders;</p> <p>The general rationale for the engagements;</p> <p>The particular purposes of different engagements and the extent to which those purposes were achieved or advanced;</p> <p>If the engagements were single events or are part of an ongoing engagement process;</p> <p>Any information about how these engagement processes reflect the company's general approach to stakeholder engagement as described in response to question C2.1.</p>	<p>This response provides language on concrete examples of Nestlé's engagement with stakeholders in relation to each salient issue and their reason for engaging.</p> <p>Extensive evidence of our engagement with stakeholders can be found on all raw materials pages available from: https://www.nestle.com/csv/responsible-sourcing-raw-materials</p> <p>C: Respecting and promoting human rights p34 CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 Web: https://www.nestle.com/csv/what-is-csv/stakeholder-engagement</p>
C.2.3 During the reporting period, how have the views of stakeholders influenced the company's understanding of each salient issue and/or its approach to addressing it?	<p>To demonstrate, through concrete examples, the extent to which the reporting company's engagement with stakeholders serves the intended purpose of informing and improving its ability to respect human rights across its activities and business relationships.</p> <p>Relevant information for the company's answer could include:</p> <p>The views and specific inputs of stakeholders on the different salient issues;</p> <p>Company decisions or actions regarding any of the salient issues that have been informed by stakeholder inputs (e.g., engagement with a business partner to mitigate a risk of impacts in light of feedback from employees; a decision not to proceed with a project based on inputs from communities and relevant experts; a change in labour practices based on a negotiation with workers or trade unions);</p> <p>Reasons for a decision not to make changes in response to a significant point of stakeholder feedback related to a salient issue;</p> <p>If and how stakeholders were informed of the decisions, actions or other changes that resulted from their inputs.</p>	<p>This response provides language on how Nestlé demonstrated, with concrete examples, engagement with stakeholders, and how it served the intended purpose of informing and improving its ability to respect human rights across its activities and business relationships.</p> <p>Extensive evidence of our engagement with stakeholders can be found on all raw materials pages available from:</p> <p>CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 CSV and SR 2020 Appendix: Policy commitments p24–25 Web: https://www.nestle.com/csv/what-is-csv/stakeholder-engagement Web: https://www.nestle.com/csv/what-is-csv/partnerships-alliances Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/asset-library/documents/creating-shared-value/labour-rights-roadmap.pdf</p>

Section of the framework	UNGPRF	Page number or link
<p>Assessing impacts</p>		
<p>C.3 How does the company identify any changes in the nature of each salient human rights issue over time?</p>	<p>To provide additional information about how the reporting company keeps each salient issue under review and identifies any changes in the potential severity or likelihood of impacts over time and across its activities and business relationships.</p> <p>Relevant information for the company's answer could include:</p> <p>Processes through which the company identifies changes in the type or level of risk to human rights associated with its salient human rights issues (e.g., periodic repeat impact assessments; engagement with relevant stakeholders; patterns and trends in complaints received; responsiveness to political developments; due diligence as part of mergers and acquisitions);</p> <p>Any role that internal or external audit or assurance processes play in informing assessments of changes in the type or level of risks involved;</p> <p>Any key performance indicators or metrics that help the company identify changes in the nature of its salient human rights issues.</p>	<p>This response provides language on additional information about how Nestlé keeps each salient issue under review and identifies any changes in the potential severity of the likelihood of impacts over time and across activities and business relationships.</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 Web: https://www.nestle.com/csv/what-is-csv/stakeholder-engagement Web: https://www.nestle.com/csv/what-is-csv/partnerships-alliances</p> <p>Issue 1: Freedom of association and collective bargaining Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 2: Working time C: Workplace health and safety p42</p> <p>Issue 3: Workers' accommodation and access to basic services C: Protecting workers and children p36</p> <p>Issue 4: Safety and health C: Workplace health and safety p42 Web: https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p> <p>Issue 5: Living wage C: Promoting decent employment and diversity p39 Web: https://www.nestle.com/csv/impact/employment-diversity Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 6: Child labor C: Protecting workers and children p36 Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/communities/nestle-cocoa-plan Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/csv/raw-materials/vanilla Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p> <p>Issue 7: Forced labor C: Protecting workers and children p36 Web: https://www.nestle.com/asset-library/documents/creating-shared-value/responsible-sourcing/palm-oil-action-plan-2018.pdf Web: https://www.nestle.com/csv/raw-materials/coffee Web: https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/impact/respecting-human-rights Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/csv/raw-materials/fish-seafood Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf</p>



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C.3 cont.		<p>Issue 8: Land acquisition C: Delivering impact through <i>Farmer Connect</i> p29 Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf Web: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate-social-responsibility/nestle-commitment-land-rights-agriculture.pdf</p> <p>Issue 9: Access to water and sanitation P: Access to water, sanitation and hygiene p48 Web: https://www.nestle.com/csv/impact/water/access-conservation</p> <p>Issue 10: Access to grievance mechanisms C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>Issue 11: Data protection and privacy Web: https://www.nestle.com/csv/what-is-csv/ethical-business Web: https://www.nestle.com/asset-library/documents/library/documents/corporate-social-responsibility/nestle-corporate-business-principles-us-english.pdf > Principle 4: Business integrity – Privacy and ethical data management</p>
C.3.1 During the reporting period, were there any notable trends or patterns in impacts related to a salient issue and, if so, what were they?	<p>To provide the reader with general evidence, from within the reporting period, of how each salient issue is evolving and to demonstrate its ongoing due diligence.</p> <p>Aggregated information from social or human rights audits or assessments; Aggregated information from a grievance or complaints mechanism; Aggregated information from an internal risk register; Industry, government or expert data relevant to the salient human right issues; Anecdotal evidence of trends or patterns gathered through other means (e.g., media, stakeholder engagement, government or intergovernmental action); Other metrics or key performance indicators that support the company’s conclusions about trends and patterns.</p>	<p>C: Assess and address human rights impacts p35 C: Protecting workers and children p36 C: Our culture of business ethics and integrity p37 C: Grievance mechanisms and remediation p38 CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 CSV and SR 2020 Appendix: Our key performance indicators p5–6 Web: https://www.nestle.com/csv/responsible-sourcing-raw-materials Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights</p>
C.3.2 During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	<p>To provide specific evidence, from within the reporting period, of how and why each of the human rights issues on which the company is reporting is salient. This can help demonstrate that the company’s processes to identify human rights impacts over time are working in practice.</p>	<p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights</p>

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Integrating findings and taking action		
<p>C.4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?</p>	<p>To explain if and how the reporting company’s understanding of its salient human rights issues makes a difference to how it conducts business.</p> <p>Relevant information for the company’s answer could include:</p> <p>Processes through which the company takes decisions on how best to address each salient issue in practice;</p> <p>Examples of how findings about each salient issue have informed policies and procedures to improve the management of risks related to that issue;</p> <p>Any forward-looking strategies or priorities to address and advance the management of a salient issue;</p> <p>Examples of how findings about each salient issue have informed policies and procedures;</p> <p>The level and function within the company that has overall responsibility for addressing each salient issue (if different from information on general responsibility for human rights provided in response to question A2.1);</p> <p>The level and function within the company that has overall accountability (the most senior and explicit decision-making authority) for addressing each salient issue (if different from information on general accountability for human rights provided in response to question A2.1);</p> <p>Any processes of oversight related to each salient issue that help ensure the implementation of decisions and actions to prevent or mitigate actual impacts;</p> <p>How any conflicts between international human rights standards and national law are handled in relation to any of the salient issues;</p> <p>What resources, including budgets, are allocated to the management of each salient issue.</p>	<p>This response provides language on how Nestlé’s understanding of salient human rights issues makes a difference to how it conducts business.</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Salient human rights issues p21 Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/csv/what-is-csv/governance</p> <p>Issue 1: Freedom of association and collective bargaining Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 2: Working time C: Workplace health and safety p42</p> <p>Issue 3: Workers’ accommodation and access to basic services C: Protecting workers and children p36</p> <p>Issue 4: Safety and health C: Workplace health and safety p42 Web: https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p> <p>Issue 5: Living wage C: Promote decent employment and diversity p39 Web: https://www.nestle.com/csv/impact/employment-diversity Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 6: Child labor C: Protecting workers and children p36 Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/communities/nestle-cocoa-plan Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/csv/raw-materials/vanilla Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p> <p>Issue 7: Forced labor C: Protecting workers and children p36 Web: https://www.nestle.com/asset-library/documents/creating-shared-value/responsible-sourcing/palm-oil-action-plan-2018.pdf Web: https://www.nestle.com/csv/raw-materials/coffee Web: https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf Web: https://www.nestle.com/csv/raw-materials/fish-seafood Web: https://www.nestle.com/csv/raw-materials/hazelnuts</p>

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C.4 cont.		<p>Issue 8: Land acquisition C: Delivering impact through <i>Farmer Connect</i> p29 Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsiblesourcing-standard-english.pdf Web: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate_social_responsibility/nestle-commitment-land-rights-agriculture.pdf</p> <p>Issue 9: Access to water and sanitation P: Access to water, sanitation and hygiene p48 Web: https://www.nestle.com/csv/impact/water/access-conservation</p> <p>Issue 10: Access to grievance mechanisms C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>Issue 11: Data protection and privacy Web: https://www.nestle.com/csv/what-is-csv/ethical-business Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle_corporate_business_principles_us_english.pdf > Principle 4: Business integrity – Privacy and ethical data management</p>
C.4.1	<p>How are those parts of the company whose decisions and actions can affect the management of salient issues, involved in finding and implementing solutions?</p> <p>To explain the reporting company’s efforts and progress in building a coherent approach to addressing the salient issues, including their root causes, across all relevant parts of the business.</p> <p>Relevant information for the company’s answer could include:</p> <p>Structures, such as cross-functional committees, through which information is shared and/or decisions are made across the relevant parts of the business regarding each salient issue (e.g., a human rights committee, a supply chain board, a sales compliance board, a community relations committee);</p> <p>Other processes through which information is shared and/or decisions are jointly made across the relevant parts of the business in relation to each salient issue (e.g., issue-specific meetings, internal updates and reporting on evolving issues, reporting to senior management; reporting to the Board);</p> <p>Examples of specific decisions or actions taken that have involved different parts of the business in preventing or mitigating potential impacts related to the salient issue.</p>	<p>This response provides language on Nestlé’s efforts and progress in building a coherent approach to addressing salient issues, including their root causes, across all relevant parts of the business.</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsiblesourcing-standard-english.pdf Web: https://www.nestle.com/csv/what-is-csv/governance</p>

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C.4.2 When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed?	<p>To offer insights into principles, policies or processes that guide the reporting company in handling any conflicts between preventing human rights impacts in the most effective way and meeting other business objectives, whether in general terms or through specific cases that have arisen.</p> <p>Relevant information for the company's answer could include:</p> <p>Any situations that are recognized as often raising tensions or dilemmas in relation to a salient issue (e.g., the sale of sensitive products to certain kinds of customer, approvals to proceed with projects affecting local communities, entry into high-risk, high-opportunity markets, the provision of security for personnel in conflict-affected areas);</p> <p>Any principles or policies that set the framework for decisions in such instances;</p> <p>Any specific principles or policies that guide decisions on corporate lobbying in relation to human rights issues;</p> <p>Any formal processes for supporting decisions where these tensions arise (e.g., gateway decision-making processes, formal sign-off processes);</p> <p>The level within the company at which decisions relating to such dilemmas are made (e.g., an individual or group at the country, regional or corporate level, someone in senior management or at Board level);</p> <p>Any involvement of external experts in the assessment of dilemmas on a standing or ad hoc basis (e.g., an independent advisory board or council, academic or other experts);</p> <p>Any specific examples of how tensions have been addressed, during the reporting period, in relation to a salient issue.</p>	<p>This response provides language on insights on Nestlé's principles, policies or processes that guide in handling conflicts between preventing human rights impacts in the most effective way and meeting other business objectives.</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 CSV and SR 2020 Appendix: Salient human rights issues p21 CSV and SR 2020 Appendix: Policy commitments p24–25 Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsiblesourcing-standard-english.pdf Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p>
C.4.3 During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?	<p>To demonstrate, through concrete examples, what the reporting company has done during the reporting period to reduce the likelihood of negative impacts related to each salient issue occurring, recurring or continuing, and the results achieved.</p> <p>Relevant information for the company's answer could include:</p> <p>Terms included in contracts with governments, joint venture partners, suppliers, customers, mergers and acquisitions and other agreements, aimed at mitigating potential impacts related to the salient issue;</p> <p>Monitoring of the implementation, by third parties, of agreements that relate to the salient issue;</p> <p>The agreement and implementation of corrective action plans following on from supply chain audits, and resulting changes in practice and compliance;</p> <p>Joint fact-finding or monitoring with affected communities, workers or others;</p> <p>Support to government in introducing or implementing key legislation to protect human rights in relation to a salient issue;</p> <p>Engagement with industry organizations, international organizations or others that can raise awareness collectively of a salient issue and reduce the risk of negative impacts;</p> <p>Capacity-building of workforce to mitigate the risk of negative impacts in relation to a particular salient issue;</p> <p>Capacity-building of suppliers or other business partners to mitigate the risk of negative impacts in relation to a salient issue (e.g., training of security providers or contractors, helping suppliers to develop management systems to improve labour rights compliance).</p>	<p>This response provides language on concrete examples of Nestlé's activities to reduce the likelihood of negative impacts related to each salient issue occurring, recurring or continuing, and the results achieved.</p> <p>Web: https://www.nestle-cwa.com/en/csv/what-is-csv/stakeholder-engagement/partnership-alliances (Renamed partnerships and collective action this year) Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights C: Assess and address human rights impacts p35</p> <p>Issue 1: Freedom of association and collective bargaining Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 2: Working time C: Workplace health and safety p42</p> <p>Issue 3: Workers' accommodation and access to basic services C: Protecting workers and children p36</p> <p>Issue 4: Safety and health C: Workplace health and safety p42 Web: https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p> <p>Issue 5: Living wage C: Promote decent employment and diversity p39 Web: https://www.nestle.com/csv/impact/employment-diversity Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 6: Child labor C: Protecting workers and children p36 Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/communities/nestle-cocoa-plan Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/csv/raw-materials/vanilla Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p>

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C.4.3 cont.		<p>Issue 7: Forced labor C: Protecting workers and children p36 Web: https://www.nestle.com/asset-library/documents/creating-shared-value/responsible-sourcing/palm-oil-action-plan-2018.pdf Web: https://www.nestle.com/csv/raw-materials/coffee Web: https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsiblesourcing-standard-english.pdf Web: https://www.nestle.com/csv/raw-materials/fish-seafood Web: https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Issue 8: Land acquisition C: Delivering impact through <i>Farmer Connect</i> p29 Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsiblesourcing-standard-english.pdf Web: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate-social-responsibility/nestle-commitment-land-rights-agriculture.pdf</p> <p>Issue 9: Access to water and sanitation P: Access to water, sanitation and hygiene p48 Web: https://www.nestle.com/csv/impact/water/access-conservation</p> <p>Issue 10: Access to grievance mechanisms C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>Issue 11: Data protection and privacy Web: https://www.nestle.com/csv/what-is-csv/ethical-business Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle_corporate_business_principles_us_english.pdf > Principle 4: Business integrity – Privacy and ethical data management</p>
Tracking performance		
C.5 How does the company know if its efforts to address each salient human rights issue are effective in practice?	<p>To explain how the reporting company understands if it is successful in reducing risks to human rights in relation to each salient issue, such that it can continuously improve in its efforts to meet its responsibility to respect human rights.</p> <p>This section of the Framework therefore focuses on the company’s processes and indicators for tracking its performance. Particularly relevant are methods of tracking that go beyond identifying whether certain actions have been taken by the company, and assess their effectiveness in preventing and mitigating potential impacts, or in enabling remedy if actual impacts occur. Information about how the company tracks its own progress is particularly important for demonstrating that it is consistently seeking and appraising improvements in its human rights performance.</p>	<p>This response provides language on the company’s processes and indicators for tracking performance to understand if it is succeeding in reducing risks to human rights.</p> <p>C: Assess and address human rights impacts p35 C: Our culture of business ethics and integrity p37 CSV and SR 2020 Appendix: Our key performance indicators p5–6 CSV and SR 2020 Appendix: Responsible sourcing KPIs p16 CSV and SR 2020 Appendix: Human rights journey p22–23 Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsiblesourcing-standard-english.pdf</p>

Section of the framework	UNGPRF	Page number or link
C.5.1	<p>What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?</p> <p>To provide concrete evidence, from within the reporting period, of how the reporting company's efforts to address each salient issue have progressed in practice, including the extent to which its policies, processes and practices are achieving the intended outcomes in terms of respect for human rights.</p> <p>Relevant information for the company's answer could include:</p> <p>Data based on indicators designed to assess risks or impacts related to the salient issues (e.g., the number of incidents of sexual harassment identified, the number of instances where internet user data was passed to governments and on what basis, the number of employee deaths or injuries);</p> <p>Findings from surveys or other feedback mechanisms (e.g., a survey of employees (properly conducted) in relation to their working conditions, an independent report from local community leaders reporting satisfaction with resettlement processes);</p> <p>Independent research documenting reductions in human rights impacts in an area where the company has been actively working for progress;</p> <p>Accounts from relevant, independent stakeholders about the effective management of a salient issue.</p>	<p>This response provides language concrete evidence from within the reporting period of how Nestlé's efforts to address each salient issue have progressed in practice, including the extent to which its policies, processes and practices are achieving in the intended outcomes in terms of respect for human rights.</p> <p>C: Assess and address human rights impacts p35 CSV and SR 2020 Appendix: Our key performance indicators p5–6 Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights</p> <p>Issue 1: Freedom of association and collective bargaining Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 2: Working time C: Workplace health and safety p42</p> <p>Issue 3: Workers' accommodation and access to basic services C: Protecting workers and children p36</p> <p>Issue 4: Safety and health C: Workplace health and safety p42 Web: https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p> <p>Issue 5: Living wage C: Promoting decent employment and diversity p39 Web: https://www.nestle.com/csv/impact/employment-diversity Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 6: Child labor C: Protecting workers and children p36 Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/communities/nestle-cocoa-plan Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/csv/raw-materials/vanilla Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p> <p>Issue 7: Forced labor C: Protecting workers and children p36 Web: https://www.nestle.com/asset-library/documents/creating-shared-value/responsible-sourcing/palm-oil-action-plan-2018.pdf Web: https://www.nestle.com/csv/raw-materials/coffee Web: https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/csv/raw-materials/fish-seafood Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf</p> <p>Issue 8: Land acquisition C: Delivering impact through <i>Farmer Connect</i> p29 Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf Web: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate-social-responsibility/nestle-commitment-land-rights-agriculture.pdf</p>

Section of the framework	UNGPRF	Page number or link
C.5.1 cont.		<p>Issue 9: Access to water and sanitation P: Access to water, sanitation and hygiene p48 Web: https://www.nestle.com/csv/impact/water/access-conservation</p> <p>Issue 10: Access to grievance mechanisms C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>Issue 11: Data protection and privacy Web: https://www.nestle.com/csv/what-is-csv/ethical-business Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle_corporate_business_principles_us_english.pdf > Principle 4: Business integrity – Privacy and ethical data management</p>
Remediation		
C.6 How does the company enable effective remedy if people are harmed by its actions or decisions in relation to a salient human rights issue?	<p>To explain the processes that apply when the reporting company has caused or contributed to a negative impact and through which it is able to help ensure that the people who were impacted receive an effective remedy.</p> <p>Relevant information for the company’s answer could include:</p> <p>The company’s general view about the provision of remedy for impacts that occur in its operations and/or through its value chain or other business relationships;</p> <p>Any general approaches to enabling remedy that the reporting company has adopted when actual impacts have previously occurred in relation to a salient issue;</p> <p>The approach that the company would, in principle, adopt if an impact were to occur in the future in relation to a salient issue;</p> <p>Whether and how such approaches are represented in any formal policies or processes;</p> <p>Whether and how the company protects individuals who raise concerns about negative impacts from retaliation by company staff or third parties;</p> <p>Any challenges encountered when seeking to enable remedy for impacts related to a salient issue (e.g., refusal by others who contributed to the impact to contribute to the remedy; local institutions too weak to support an effective process; challenges in identifying what would constitute an effective remedy).</p>	<p>This response provides language on the processes that apply when the reporting company has caused or contributed to a negative impact and through which it is able to help ensure that the people who were impacted received an effective remedy. Nestlé is working with partners on the ground in the upstream supply chain to implement grievance mechanisms.</p> <p>C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/csv/raw-materials/fish-seafood Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsiblesourcing-standard-english.pdf</p>
C.6.1 Through what means can the company receive complaints or concerns related to each salient issue?	<p>To describe any formal or informal means through which the reporting company is able to hear from individuals inside and outside the company who believe the company is involved with human rights impacts related to a salient issue.</p> <p>Ad hoc processes through which the company can receive complaints in relation to each salient issue (e.g., meetings, conversations);</p> <p>Formalized processes through which the company can receive complaints in relation to each salient issue (e.g., social dialogue structures, a formal grievance mechanism, a hotline or whistle-blowing mechanism);</p> <p>How key processes (particularly grievance mechanisms) were developed or have been revised, including any inputs from stakeholders;</p> <p>Any limitations on who can bring complaints through a particular process;</p> <p>Any activities to encourage, require or support effective processes among business partners, suppliers or other third parties through which potentially impacted groups can raise complaints;</p> <p>Any changes made to the means through which the company can receive concerns or complaints in this reporting period;</p> <p>Any changes made to the means through which the reporting company can receive concerns or complaints that are planned.</p>	<p>This response provides language on Nestlé’s informal and formal meetings to hear from individuals inside and outside the company who believe the company is involved with human rights impacts related to a salient issue. Nestlé is working with partners on the ground in the upstream supply chain to implement grievance mechanisms.</p> <p>C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/csv/raw-materials/fish-seafood Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p>

Section of the framework	UNGRF	Page number or link
C.6.2 How does the company know if people feel able and empowered to raise complaints or concerns?	To provide evidence that any individuals inside or outside the company are, from their own perspective, able to raise an issue directly with the company so that the company can address it.	This response provides language on evidence that any individuals inside or outside the company are, from their own perspective, able to raise an issue directly with Nestlé and receive an effective remedy. C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms
C.6.3 How does the company process complaints and assess the effectiveness of outcomes?	To describe what actions the reporting company takes to address a complaint related to a salient issue, and through what processes it reaches a view on the extent to which the outcomes achieved provide effective remedy for any individuals whose human rights have been harmed.	This response provides language on actions Nestlé takes to address a complaint related to a salient issue, and through what processes it reaches a view on the extent to which the outcomes achieve effective remedy for any individuals whose human rights have been harmed. C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms
C.6.4 During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?	<p>To describe the insights the reporting company has gained from the complaints or concerns raised and the outcomes reached, as they relate to each salient issue, and to convey whether and how these insights have informed any changes to the company's own policies, processes or practices.</p> <p>Relevant information for the company's answer could include:</p> <p>Trends and patterns in the numbers, types or location of complaints received in relation to each salient issue;</p> <p>Trends and patterns in the numbers, types or location of complaints resolved in relation to each salient issue;</p> <p>Trends and patterns in expressions of satisfaction with how complaints related to a salient issue are addressed among those bringing complaints or their legitimate representatives;</p> <p>Any changes made to the company's policies or processes based on learning from these trends and patterns (e.g., a change to a policy, training for certain employees, additional attention given to the performance of suppliers);</p> <p>Any changes to the process for receiving and addressing complaints based on learning from these trends and patterns.</p>	<p>This response provides language on Nestlé's insights gained from the complaints or concerns raised and the outcomes reached as they relate to each salient issue, and convey whether and how these insights have informed any changes to Nestlé's own policies, processes or practices.</p> <p>C: Assess and address human rights impacts p35 Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights</p> <p>Issue 1: Freedom of association and collective bargaining Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 2: Working time C: Workplace health and safety p42</p> <p>Issue 3: Workers' accommodation and access to basic services C: Protecting workers and children p36</p> <p>Issue 4: Safety and health C: Workplace health and safety p42 Web: https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p> <p>Issue 5: Living wage C: Promote decent employment and diversity p39 Web: https://www.nestle.com/csv/impact/employment-diversity Web: https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Issue 6: Child labor C: Protecting workers and children p36 Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/communities/nestle-cocoa-plan Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/csv/raw-materials/hazelnuts Web: https://www.nestle.com/csv/raw-materials/vanilla Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf</p> <p>Issue 7: Forced labor C: Protecting workers and children p36 Web: https://www.nestle.com/asset-library/documents/creating-shared-value/responsible-sourcing/palm-oil-action-plan-2018.pdf Web: https://www.nestle.com/csv/raw-materials/coffee Web: https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: https://www.nestle.com/csv/raw-materials/sugar Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf Web: https://www.nestle.com/csv/raw-materials/fish-seafood Web: https://www.nestle.com/csv/raw-materials/hazelnuts</p>



Section of the framework	UNGPRF	Page number or link
C.6.4 cont.		<p>Issue 8: Land acquisition C: Delivering impact through <i>Farmer Connect</i> p29 Web: https://www.nestle.com/csv/raw-materials/palm-oil Web: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsiblesourcing-standard-english.pdf Web: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate_social_responsibility/nestle-commitment-land-rights-agriculture.pdf</p> <p>Issue 9: Access to water and sanitation P: Access to water, sanitation and hygiene p48 Web: https://www.nestle.com/csv/impact/water/access-conservation</p> <p>Issue 10: Access to grievance mechanisms C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>Issue 11: Data protection and privacy Web: https://www.nestle.com/csv/what-is-csv/ethical-business Web: https://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle_corporate_business_principles_us_english.pdf > Principle 4: Business integrity – Privacy and ethical data management</p>
C.6.5 During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical or significant examples?	<p>To describe the forms of remedy provided by the company in relation to the salient issues, whether in specific individual cases or in aggregate across similar types of case.</p> <p>Relevant information for the company’s answer could include:</p> <p>Specific remedies provided in specific cases (e.g., compensation, replacement housing for communities, apologies for harms caused, reinstatement in a job, contribution to communities’ livelihoods, agreement on joint monitoring of a situation);</p> <p>Types of remedy provided in relation to certain types of complaint (e.g., compensation for crops destroyed across multiple individuals or communities, agreement to provide improved living quarters for workers);</p> <p>Additional information that helps explain certain outcomes;</p> <p>Information on the reactions of those raising the complaints to the outcomes.</p>	<p>This response provides language on Nestlé’s remediation mechanisms in relation to the salient issues, whether in specific individual cases or in aggregate across similar types of cases.</p> <p>C: Assess and address human rights impact p35 C: Grievance mechanisms and remediation p38 Web: https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms Web: https://www.nestle.com/csv/what-is-csv/governance Web: https://www.nestle.com/sites/default/files/2019-12/nestle-tackling-child-labor-report-2019-en.pdf Web: https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: https://www.nestle.com/csv/what-is-csv/ethical-business/human-rights Web: https://www.nestle.com/csv/raw-materials/fish-seafood Web: https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: https://www.nestle.com/csv/raw-materials/hazelnuts</p>

Global Reporting Initiative (GRI) Index

In this section

- 47 GRI Content Index
- 48 General
- 58 Economic
- 69 Environmental
- 78 Social
- 102 Appendix



GRI Content Index

This content index accompanies our ***Creating Shared Value and Sustainability Report 2020*** and has been prepared in accordance with the GRI Standards: Comprehensive option of the GRI Standards. The data in this report relates to the fiscal year ending December 31, 2020, unless otherwise stated. For a detailed explanation of the indicators, visit the [GRI website](#).

Mapping our material GRI indicators against the United Nations Sustainable Development Goals

We have mapped our existing progress against our most material aspects and indicators against the United Nations (UN) Sustainable Development Goals (SDGs), through the Compass tool developed by the UN. The following key shows the icons we use in our GRI Index wherever it maps with an SDG:



Abbreviations

AR: [Annual Review 2020](#)

CFS: [Consolidated Financial Statements of the Nestlé Group](#)

CGR: [Corporate Governance Report](#)

Web: Pages on our www.nestle.com/csv_site

The following references are used for chapters in the ***Creating Shared Value and Sustainability Report 2020***:

CSV: Creating Shared Value

IaF: Individuals and families

C: Communities

P: Planet

CSV and SR 2020 Appendix: *Creating Shared Value and Sustainability Report 2020 Appendix*

Additional data (referenced in the GRI Content Index) can be found in the Appendix.

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
GRI 101: Foundation General Disclosures				
Organizational profile				
102-1 Name of the organization	Front cover of report	No omission permitted		
102-2 Activities, brands, products, and services	http://www.nestle.com/brands AR: Speaking through our brands p20–21 AR: Powdered and Liquid Beverages p22–23 AR: PetCare p24–25 AR: Nutrition and Health Science p26–27 AR: Prepared dishes and cooking aids p28–29 AR: Milk products and Ice cream p30–31 AR: Confectionery p32–33 AR: Water p34–35	No omission permitted		
102-3 Location of headquarters	CGR: Group structure and shareholders p3	No omission permitted		
102-4 Location of operations	AR: Sales, employees and factories by geographic area p53 AR: Factories p63 CFS: Analyses by segment p77–84	No omission permitted		
102-5 Ownership and legal form	CFS: Companies of the Nestlé Group, joint arrangements and associates p164–182 CGR: Group structure and shareholders p3 AR: Corporate Governance and Compliance p64–71	No omission permitted		
102-6 Markets served	AR: Our business (wrapper) AR: Powdered and Liquid Beverages p22–23 AR: PetCare p24–25 AR: Nutrition and Health Science p26–27 AR: Prepared dishes and cooking aids p28–29 AR: Milk products and Ice cream p30–31 AR: Confectionery p32–33 AR: Water p34–35 AR: Group overview p48–53 CFS: Companies of the Nestlé Group, joint arrangements and associates p164–182	No omission permitted		
102-7 Scale of the organization	AR: Speaking through our brands p20–21 AR: Group overview p48–53 AR: Geographic data: Sales, employees and factories by geographic area p49, Factories p63 CFS: Consolidated balance sheet as at December 31, 2020 p70–71 CFS: Consolidated cash flow statement for the year ended December 31, 2020 p72 AR: Financial review > Key figures p47	No omission permitted		
102-8 Information on employees and other workers	See data charts GRI Index Appendix: 102-8 Employees and 405-1 Diversity Nestlé does not have a substantial portion of its work performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. Nestlé does not have any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries). This data is reported through head count database management systems, which take inputs from all the markets/countries' HR management systems.	No omission permitted		
102-9 Supply chain	CSV and SR 2020 Appendix: Material issues across the value chain p9–10 C: Enhancing rural development and livelihoods p28 Web: Responsibly sourcing our raw materials https://www.nestle.com/csv/responsible-sourcing-raw-materials	No omission permitted		



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
102-10 Significant changes to the organization and its supply chain	CFS: Acquisitions and disposals p77–84 AR: Letter to our shareholders p2–7 CGR: Capital structure > Changes in capital p4 There were no material changes to Nestlé’s supply chain in this reporting year.	No omission permitted		
102-11 Precautionary Principle or approach	<u>The Nestlé Policy on Environmental Sustainability</u> The policy incorporates the United Nations Global Compact (UNGC) environmental principles, which state that businesses should: support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of technologies with better environmental performance.	No omission permitted		
102-12 External initiatives	Web: Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances Web: UN Global Compact https://www.nestle.com/csv/what-is-csv/partnerships-alliances/united-nations laF: Supporting breastfeeding p21 P: Water stewardship advocacy p46 When Nestlé signs up to a charter, principle or other initiative, it then applies to all countries.	No omission permitted		
102-13 Membership of associations	Web: Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances	No omission permitted		
Strategy				
102-14 Statement from senior decision-maker	CSV: A message from our Chairman and our CEO p2	No omission permitted		
102-15 Key impacts, risks, and opportunities	AR: Principal risks and uncertainties p60–62 CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV: Our 2020 commitments and progress p8 laF: Offering tastier and healthier choices p10 laF: Inspiring people to lead healthier lives p16 laF: Building, applying and sharing nutrition knowledge p24 C: Enhancing rural development and livelihoods p28 C: Respecting and promoting human rights p34 C: Assess and address human rights impacts p35 C: Promoting decent employment and diversity p39 P: Caring for water p44 P: Acting on climate change p49 P: Safeguarding the environment p52 Web: 2020 CDP Climate Investor submission https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-climate-change-2020.pdf Web: 2020 CDP Water Investor submission https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-water-security-2020.pdf Web: 2020 CDP Forests Investor submission https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-forests-2020.pdf	No omission permitted		

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Ethics and integrity				
102-16 Values, principles, standards, and norms of behaviour 16	<p>C: Respecting and promoting human rights p34 Web: Ethical business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people AR: Compliance p70</p> <p>The Executive Board has primary responsibility to define and maintain Nestlé’s purpose, principles and values. The Executive Board reviewed and approved the new document on <i>Corporate Business Principles</i> last year.</p> <p>Nestlé’s values do not change over time, but our principles reflect the evolution of our corporate culture, which is why we updated our <i>Corporate Business Principles</i>. Currently, the Executive Board and the CEO are directly involved in the review of our purpose and values and other documents such as the <i>Code of Conduct</i>.</p> <p>All new employees undertake mandatory corporate trainings on the <i>Code of Conduct</i>, <i>Corporate Business Principles</i>, etc. It is mandatory for all new employees to follow up on these trainings, provided as part of the induction for new employees in each market. These are tracked and monitored by local management and globally.</p> <p>The Nestlé <i>Corporate Business Principles</i> have been translated into over 50 languages, see: http://www.nestle.com/aboutus/businessprinciples The Nestlé <i>Code of Business Conduct</i> is available in English, French, German and Spanish, see: http://www.nestle.com/aboutus/businessprinciples/code-of-business-conduct</p>	No omission permitted		
102-17 Mechanisms for advice and concerns about ethics 16	<p>Management of Nestlé’s internal and external mechanisms for seeking advice or reporting concerns about unethical or unlawful behavior is the responsibility of the compliance team, see:</p> <p>C: Grievance mechanisms and remediation p38 C: Our culture of business ethics and integrity p37 Web: Nestlé <i>Code of Business Conduct</i> https://www.nestle.com/aboutus/businessprinciples/code-of-business-conduct Web: <i>Tell us</i> https://www.nestle.com/aboutus/businessprinciples/report-your-concerns</p> <p>Our Compliance Reporting System consists of the <i>Nestlé Integrity Reporting System</i> (NIRS) and <i>Tell us</i>. NIRS is for all Nestlé employees and <i>Tell us</i> provides all external stakeholders with a dedicated communication channel for reporting potential instances of noncompliance with our <i>Corporate Business Principles</i>. Both systems allow stakeholders to report noncompliances confidentially or seek compliance advice. <i>Tell us</i> is managed globally. Employees are informed about the NIRS and <i>Tell us</i> reporting systems by various channels including email communication, regular trainings and town hall meetings. Both systems are managed independently by a third party and are available 365 days a year, 24 hours a day. Both systems are anonymous.</p>			
Governance				
102-18 Governance structure	<p>CGR: Board of Directors p6–7 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p>	No omission permitted		
102-19 Delegating authority	<p>Committees report to the Board, as per governance diagram: Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p>			
102-20 Executive-level responsibility for economic, environmental, and social topics	<p>Nestlé does not have a head of sustainability, rather sustainability is embedded in all functions. The Board of Directors, the Chairman, the CEO and our Executive Board are responsible for the supervision and management of our role in society, and for ensuring we achieve our purpose and our ambitions.</p> <p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Corporate governance https://www.nestle.com/investors/corporate-governance</p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
102-21 Consulting stakeholders on economic, environmental, and social topics 16	CGR: Shareholders' participation rights p25 Web: Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement Web: Materiality https://www.nestle.com/csv/what-is-csv/materiality We conduct a formal materiality analysis every other year to ensure we prioritize the issues that have the biggest impact on the economy, society and the environment, and that matter most to our stakeholders. In 2020, we strengthened our materiality process when we fully integrated the assessment with Nestlé's Enterprise Risk Management process. The move ensured that wider sustainability issues were incorporated into the risks and opportunities being considered across the company. The assessment was undertaken by an independent third party to ensure complete confidentiality and impartiality. It was co-led internally by Public Affairs and Group Risk Management. After a research and planning stage, 72 key internal and external stakeholders were interviewed and asked to score issues by importance to them.			
102-22 Composition of the highest governance body and its committees 5 16	CGR: Board of Directors p6-7			
102-23 Chair of the highest governance body 16	CGR: Board of Directors p6-7			
102-24 Nominating and selecting the highest governance body 5 16	CGR: Internal organizational structure p13 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Article 6 of the Articles of Association (https://www.nestle.com/asset-library/documents/library/documents/corporate-governance/articles-of-association-of-nestle-en.pdf) state the extent of the involvement of shareholders in electing the highest governance body members. Read with section 3.4 (on p12) of CGR, Elections and terms of office, which states, "The Chairman of the Board of Directors, the members of the Board of Directors and the members of the Compensation Committee are elected individually by the General Meeting...". The nomination process is managed by the Nomination Committee in accordance with its established procedures and criteria for the selection of board members. All elements are considered. Membership in the Nomination and Sustainability Committee of the Board requires expertise in environmental topics (see p14 of CGR); also see Nomination and Sustainability Committee Charter (https://www.nestle.com/asset-library/documents/investors/others/nomination-and-sustainability-committee-6-april-2017.pdf)			
102-25 Conflicts of interest 16	CGR: Board of Directors p6-7 CGR: Cross-involvement p8 CGR: Mandates outside Nestlé p12 CGR: Allocation of tasks within the Board of Directors p13 CGR: Article 18(e) p58 CGR: Article 21 p60 Nestlé annually conducts an internal Directors & Officers Questionnaire, which covers conflict of interest. While these documents are not public, they are audited by Ernst & Young (EY).			
102-26 Role of highest governance body in setting purpose, values, and strategy	Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance The Board of Directors and the Executive Board sign off and approve updates of Nestlé's purpose, value or mission statements, strategies, policies and goals related to economic, environmental and social impacts.			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
102-27 Collective knowledge of highest governance body 4	<p>Our Executive Board members do not receive separate formal training on CSV issues as CSV is embedded in our business management, and thus, is a core part of their role.</p> <p>To ensure all CSV issues are governed appropriately external experts in CSV issues are a part of our governance model, see:</p> <p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Newly appointed Board members receive an appropriate introduction into the business and affairs of the company and the Group. Many of our most senior people, including our Chairman, play a leading role in various multistakeholder initiatives relevant to CSV issues, such as the 2030 Water Resources Group.</p> <p>AR: Board of Directors of Nestlé S.A. p66</p>			
102-28 Evaluating the highest governance body's performance	<p>CGR: Principles of compensation for members of the Executive Board p40</p> <p>CGR: Internal organizational structure p13</p> <p>Web: Corporate governance https://www.nestle.com/investors/corporate-governance</p> <p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Newly appointed Board members receive an appropriate introduction into the business and affairs of the company and the Group. If required, the Nomination and Sustainability Committee arranges for further training. It reviews, at least annually, the independence of the members of the Board and it prepares the annual self-evaluation of the Board and its Committees. It oversees the long-term succession planning of the Board. The company performs annual self-evaluation of the Board and its Committees, including confidential, anonymous feedback and individual interviews.</p>			
102-29 Identifying and managing economic, environmental, and social impacts 16	<p>AR: Principal risks and uncertainties p60</p> <p>CSV and SR 2020 Appendix: Material issues across the value chain p9–10</p> <p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Web: Materiality https://www.nestle.com/csv/what-is-csv/materiality</p> <p>Board of Directors reviews the enterprise risk management process. The Nestlé in Society Board reviews the results of the materiality assessment (also includes stakeholder feedback). As of 2019, the Nestlé in Society Board meetings are now included in the agenda of the Executive Board meetings once a year.</p> <p>We have leadership and steering committees focused on our key issues to drive our ambitions and commitments and ensure alignment.</p>			
102-30 Effectiveness of risk management processes	<p>AR: Principal risks and uncertainties p60</p> <p>CSV and SR 2020 Appendix: Focusing on our material issues p8</p> <p>CSV and SR 2020 Appendix: Material issues across the value chain p9–10</p>			
102-31 Review of economic, environmental, and social topics	<p>AR: Principal risks and uncertainties p60</p> <p>CSV and SR 2020 Appendix: Focusing on our material issues p8</p>			
102-32 Highest governance body's role in sustainability reporting	<p>The Nomination and Sustainability Committee of the Board of Directors has oversight of the <i>Creating Shared Value and Sustainability Report 2020</i>. The summary <i>Creating Shared Value</i> report and the full <i>Creating Shared Value and Sustainability Report 2020</i> and the assurance of the reports is requested and signed off by Rob Cameron, Global Head of Public Affairs. The CSV section of the Annual Review is reviewed by the CEO and the Chairman.</p>			
102-33 Communicating critical concerns	<p>AR: Principal risks and uncertainties p60</p> <p>AR: Compliance p70</p> <p>C: Our culture of business ethics and integrity p37</p> <p>C: Grievance mechanisms and remediation p38</p> <p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>All critical concerns are reported through the Compliance Committee (which is a sub-committee of the Executive Board).</p>			



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
102-34 Nature and total number of critical concerns	<p>AR: Compliance p70 C: Our culture of business ethics and integrity p37 C: Grievance mechanisms and remediation p38 CSV and SR 2020 Appendix: Our key performance indicators p5–6</p> <p>All critical concerns are raised through <i>Tell us</i>, CARE and the <i>Nestlé Integrity Reporting System (NIRS)</i>, which are reviewed by our Compliance team and reported to the Executive Board, as per the guideline NIRS and Compliance Complaints section on Escalation and Prioritisation. The Group Compliance Committee also serves as a steering committee for the oversight and coordination of compliance-related activities and initiatives, and regularly reports and makes recommendations to the Executive Management of the company. Our Annual Compliance Report is presented to the Executive Board Member.</p>			
102-35 Remuneration policies	<p>CGR: Compensation report p31–50</p> <p>Creating Shared Value issues (covering economic, environmental and social criteria) are included in the company's business plans. Senior executives are assessed against the business plans.</p>			
102-36 Process for determining remuneration	<p>CGR: Compensation report p31–50 Web: Board and committees > Compensation Committee: https://www.nestle.com/investors/corporate-governance/boardcommittees Web: Supporting our people > Living wage https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Regular surveys are used as a benchmark to determine local market practices for employee remuneration.</p>			
102-37 Stakeholders involvement in remuneration 16	<p>CGR: Compensation report p31–50</p> <p>With regard to executive compensation, we have identified our shareholders as the key stakeholders for this issue. The Board of Directors solicits feedback from investors annually on the compensation system and follows a strategy of continuous improvement with respect to investor concerns and transparency.</p> <p>As from 2015, shareholders will approve the total compensation of the Supervisory Board and the Management Board in a binding vote in accordance with the new Articles of Association adopted on April 10, 2014.</p>			
102-38 Annual total compensation ratio	<p>The average of the total annual compensation of all employees, except the CEO, is estimated at CHF 53,000. The total annual compensation of the CEO was CHF 10 703 954 in 2020. The ratio of total annual CEO compensation to the annual average employee compensation is 202.</p> <p>Accompanying notes: For total 2020 CEO compensation please see p48 of the CGR 2020: https://www.nestle.com/sites/default/files/2021-02/corp-governance-report-2020-en.pdf</p> <p>The average is an estimate based on 2020 company total worldwide salaries and welfare expenses of CHF 14 498 million and total number of 273 000 employees – see 109 and p162 of the Consolidated Financial Statements 2020: https://www.nestle.com/sites/default/files/2021-02/2020-financial-statements-en.pdf</p> <p>The Board of Directors solicits feedback from investors annually on the compensation system and follows a strategy of continuous improvement with respect to investor concerns and transparency. As from 2015, shareholders will approve the total compensation of the Supervisory Board and the Management Board in a binding vote in accordance with the new Articles of Association adopted on April 10, 2014.</p>	Breakdown by zone	The information is currently unavailable.	As this is our global report, we have provided the ratio of the annual total compensation for the company's highest paid individual and the average annual compensation for all employees globally. We have not provided a country level breakdown as that is outside the scope of our global report. Moreover, the disclosure of the CEO, members of the Board of Directors and total compensation of the Executive Board is based on Swiss legal requirements and the Swiss Code of Best Practices for Corporate Governance as duly stated in the CGR (p3), and does not breakdown the information by country.

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
102-39 Percentage increase in annual total compensation ratio	<p>Accompanying notes: The percentage difference in the CEO's compensation between 2019 and 2020 is an increase of 3.39%. The percentage difference in average employee compensation between 2019 and 2020 is a decrease of -2.34%. For total 2020 CEO compensation and for details on the types of compensation included in the calculation, please see p48 of the CGR 2020. https://www.nestle.com/sites/default/files/2021-02/corp-governance-report-2020-en.pdf</p> <p>The average compensation per employee is an estimate based on the company's total worldwide salaries divided by the total number of employees in each reported year. Please see p107 of the Consolidated Financial Statements 2020: https://www.nestle.com/sites/default/files/2021-02/2020-financial-statements-en.pdf. For the total number of employees, please see p162 of the Consolidated Financial Statements 2020: https://www.nestle.com/sites/default/files/2021-02/2020-financial-statements-en.pdf</p> <p>We have not provided the ratio figure as calculating this from one figure that is a percentage increase and one figure that is a percentage decrease will not provide a true representation of the difference.</p>	Breakdown by zone	The information is currently unavailable.	As this is our global report, we have provided the ratio of the percentage increase between the CEO and the average compensation of our employees worldwide between 2019 and 2020. We have not provided a country-level breakdown as that is outside the scope of our global report. Moreover, the disclosure of the CEO, members of the Board of Directors and total compensation of the Executive Board is based on Swiss legal requirements and the Swiss Code of Best Practices for Corporate Governance as duly stated in the CGR (p3), and does not breakdown the information by country.
Stakeholder engagement				
102-40 List of stakeholder groups	Web: Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement	No omission permitted		
102-41 Collective bargaining agreements	49.4% of our global workforce is covered by collective bargaining agreements.	No omission permitted		
102-42 Identifying and selecting stakeholders	<p>We identify stakeholders with expertise across our business and value chain. For our Creating Shared Value (CSV) convenings, stakeholders are identified and selected for invitation based on:</p> <ul style="list-style-type: none"> • Their expertise in relevant CSV issues (including nutrition and health, water and environmental sustainability, human rights and rural development). • Their relationship with Nestlé. • Their knowledge and experience of important Nestlé markets. <p>Nestlé seeks to engage at its convenings stakeholders with expertise across CSV issues and representing a range of interests including stakeholders drawn from non-governmental organizations, academic centers, governmental and intergovernmental organizations, funding agencies, think tanks, consultancies and social enterprises working in Nestlé's CSV issue areas.</p> <p>Note that previously we have also included faith-based organizations in this list.</p> <p>We also conduct a Nestlé Stakeholder Community Survey. This is an annual survey with global Key Opinion Leaders (KOLs) that aims to understand evolving views on the company's issues and reputation management. In 2020, we expanded our stakeholder engagement with the launch of KOL Labs. Through these discussion sessions, we can gather key expert feedback on the purpose and sustainability goals of our brands.</p>	No omission permitted		

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
102-43 Approach to stakeholder engagement	<p>Through meaningful engagement, our stakeholders have helped us improve and helped us set the priorities for our Creating Shared Value (CSV) strategy. Our global stakeholder network ranges from people we engage with regularly through our operations to those in public positions who influence our activities.</p> <p>Although 2020 presented a challenge for in-person engagement, we have maintained stakeholder dialogues throughout the year. In March, we hosted a virtual workshop to explore ways to achieve living incomes for cocoa farmers. A webinar during EU Green Week in June, held in partnership with Earthworm Foundation, described how we are using satellite technology to secure deforestation-free supply chains. Also in June, our CEO, Mark Schneider, attended the virtual launch of the Race to Zero as lead speaker. During the event, he described the nature-based solutions Nestlé is developing to combat carbon emissions and biodiversity loss. During Climate Week in September, our leadership participated in discussions with government, business and civil society leaders on topics related to tackling deforestation and promoting reforestation. In December, we organized two sessions with stakeholders to discuss the newly launched Nestlé Net Zero Roadmap. In 2021, we will continue to engage with stakeholders in a targeted manner as we did in 2020.</p> <p>We also conduct a Nestlé Stakeholder Community survey. This is an annual survey with global Key Opinion Leaders (KOLs) that aims to understand evolving views on the company's issues and reputation management. In 2020, we expanded our stakeholder engagement with the launch of KOL Labs. Through these discussion sessions, we can gather key expert feedback on the purpose and sustainability goals of our brands.</p> <p>Please find meaningful examples of our engagements with our stakeholders across the following sections of this report.</p> <p>CSV and SR 2020 Appendix: Focusing on our material issues p8 Web: Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Contributing to the Global Goals https://www.nestle.com/csv/what-is-csv/contribution-global-goals Web: Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances P: Water stewardship advocacy p46</p>	No omission permitted		
102-44 Key topics and concerns raised	<p>Our global stakeholder network includes investors, multilateral organizations, governments, non-governmental organizations, civil society organizations, academia, local communities, suppliers, consumers, customers and our employees. Although 2020 presented a challenging time for in-person engagement, our dialogues with stakeholders continued.</p> <p>For example, a virtual workshop in March explored ways to achieve a living income for cocoa farmers, while a webinar during EU Green Week in June, held in partnership with Earthworm Foundation, explored how satellite technology is helping achieve deforestation-free supply chains.</p> <p>We also worked with stakeholders to understand how on-pack communication can help consumers to make informed product choices. In June, our CEO, Mark Schneider, was a lead speaker at the launch of the "Race to Zero", a UN campaign to encourage companies to pledge to achieve net zero by 2050. During Climate Week in September, our leadership participated in discussions with government, business and civil society leaders on topics related to tackling deforestation and promoting reforestation. In December, we organized two sessions with stakeholders to discuss the Nestlé Net Zero Roadmap. Each year, the Nestlé CSV Council actively guides our approach to CSV.</p> <p>The CSV Council is a group of experts from a broad range of fields, including corporate responsibility, strategy and sustainability to nutrition, water and rural development. The group advises Nestlé and assesses our progress, helping deepen our knowledge and understanding of important societal matters. In 2020, the CSV Council met with our CEO and Executive Board members to discuss items related to sustainability, including Nestlé's ambition to achieve zero net emissions by 2050.</p> <p>Please find meaningful examples of our engagements, initiatives and partnerships with our stakeholders across the following sections of this report.</p> <p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: About our reporting p2 Web: Stakeholder engagement > Engagement activities in 2020 https://www.nestle.com/csv/what-is-csv/stakeholder-engagement Web: Supporting breastfeeding https://www.nestle.com/csv/impact/healthier-lives/baby-milk</p>	<p>ii. The stakeholder groups that raised each of the key topics and concerns.</p> <p>No omission permitted</p>	Confidentiality constraints	The materiality assessment, which includes interviews with external and stakeholders, is undertaken by an independent third party to ensure complete confidentiality and impartiality. This means we are unable to report the stakeholder groups that raised each of the key topics and concerns.

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Reporting practice				
102-45 Entities included in the consolidated financial statements	CFS: Companies of the Nestlé Group p164–180 CFS: Scope of consolidation, acquisitions and disposals of businesses, assets held for sale and acquisitions of non-controlling interests p77 CSV and SR 2020 Appendix: About our reporting p2 All entities are covered by the report. Where there are exceptions, these are noted as footnotes in the report.	No omission permitted		
102-46 Defining report content and topic Boundaries	CSV and SR 2020 Appendix: About our reporting p2 CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Stakeholder engagement > Engagement activities in 2020 https://www.nestle.com/csv/what-is-csv/stakeholder-engagement	No omission permitted		
102-47 List of material topics	CSV and SR 2020 Appendix: Focusing on our material issues p8	No omission permitted		
102-48 Restatements of information 3 6 12 14	Some data in the report has been restated and is noted in the footnotes for the relevant data chart/ table on a case-by-case basis, including for our key performance indicators, see: CSV and SR 2020 Appendix: Our key performance indicators p5–6 Web: 2020 Consolidated Nestlé Environmental Performance Indicators	Report the effect of any restatements No omission permitted	The information is currently unavailable.	If this occurs in our 2020 report, we will add the relevant information to the data footnotes.
102-49 Changes in reporting 3 6 12	CSV and SR 2020 Appendix: About our reporting p2 CSV and SR 2020 Appendix: Focusing on our material issues p8 Every two years, we conduct a thorough materiality analysis. In 2020, we strengthened our materiality process when we fully integrated the assessment with Nestlé’s Enterprise Risk Management process. The move ensured that wider sustainability issues were incorporated into the risks and opportunities being considered across the company. The assessment was undertaken by an independent third party to ensure complete confidentiality and impartiality. It was co-led internally by Public Affairs and Group Risk Management. After a research and planning stage, 72 key internal and external stakeholders were interviewed and asked to score issues by importance to them. The final results were plotted on a materiality matrix with their position relative to the degree of stakeholder interest and potential business impact. Although these are the material issues facing our business, they should not be viewed in isolation. They are increasingly interconnected and can often impact each other. That is why we are moving more toward an integrated, holistic approach to managing sustainability.	No omission permitted		
102-50 Reporting period 8 12	CSV and SR 2020 Appendix: About our reporting p2	No omission permitted		
102-51 Date of most recent report 16	CSV and SR 2020 Appendix: About our reporting p2 Nestlé’s previous report was published in 2020 and covered Nestlé’s global operations for the year ending December 31, 2019.	No omission permitted		
102-52 Reporting cycle 11 12 13	CSV and SR 2020 Appendix: About our reporting p2	No omission permitted		
102-53 Contact point for questions regarding the report 7 9 12 13 14 15 17	CSV and SR 2020 Appendix: About our reporting p2	No omission permitted		




Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
102-54 Claims of reporting in accordance with the GRI Standards	CSV and SR 2020 Appendix: About our reporting p2	No omission permitted		
102-55 GRI content index	CSV and SR 2020 Appendix: GRI Content Index p47-104	No omission permitted		
102-56 External assurance	CSV and SR 2020 Appendix: About our reporting p2 CSV and SR 2020 Appendix: Independent assurance statement p4 The Nomination and Sustainability Committee of the Board of Directors has oversight of the <i>Creating Shared Value and Sustainability Report 2020</i> . The summary Creating Shared Value report and assurance of the report statement is requested and signed off by Rob Cameron, Global Head of Public Affairs.	No omission permitted		

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Material Topics				
GRI 200 Economic Standard Series				
Economic performance				
103-1 Explanation of the material topic and its Boundary	AR: Letter to our shareholders p2–7 CSV: Chairman and CEO Letter p2 CSV and SR 2020 Appendix: Focusing on our material issues p8 Half-yearly report January–June 2020: https://www.nestle.com/sites/default/files/2020-07/2020-half-year-report-en.pdf CFS: https://www.nestle.com/sites/default/files/2021-02/2020-financial-statements-en.pdf			
103-2 The management approach and its components	See above CAGNY 2021 presentation by François-Xavier Roger (EVP, Nestlé Chief Financial Officer) https://www.nestle.com/sites/default/files/2021-02/investors-cagny-2021-nestle-presentation-cfo.pdf CSV: Chairman and CEO Letter p2 AR: Letter to our shareholders p2–7 C: Grievance mechanisms and remediation p38			
103-3 Evaluation of the management approach	See above CSV: Chairman and CEO Letter p2 AR: Letter to our shareholders p2–7			
201-1 Direct economic value generated and distributed 	Donations and non-commercial economic support are an integral part of our overall contributions to society and communities at large. In 2020, Nestlé provided a total of CHF 176 million in monetary and in-kind contributions to support areas in line with our purpose and values. These include activities related to food access, health and culture, as well as ad-hoc disaster relief. As such, and as part of the total charitable donations of CHF 176 million, Nestlé donated over CHF 90 million in cash and products to support individuals and communities affected by the COVID-19 pandemic, including CHF 4 million to the International Federation of the Red Cross in response to its global COVID-19 emergency appeal as well as over CHF 6 million to national Red Cross and Red Crescent societies across the globe. The total of CHF 176 million also includes CHF 9 million dedicated to the <i>Nestlé for Healthier Kids</i> initiative. CFS: Consolidated income statement for the year ended December 31, 2020 p68 Web: Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances Web: Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business C: Delivering impact through <i>Farmer Connect</i> p29 laF: Promoting healthy behaviors in children p20 Web: Taxation https://www.nestle.com/csv/what-is-csv/taxation	a ii. Payments to government by country. a iii. Economic value retained: 'direct economic value generated' less 'economic value distributed'. b. To better assess local economic impacts, report economic value generated and distributed separately at country, regional or market levels, where significant. Report the criteria used for defining significance.	a ii. & iii. The information is subject to specific confidentiality constraints. b. The Standard Disclosure or part of the Standard Disclosure is not applicable.	Part a ii. & iii. According to the <i>Code of Conduct</i> , political contributions are not allowed, with the exception of Switzerland, whereby the recipients of the donations are sensitive information. Part b. is not applicable, as this is a report on global operations and is not reporting at a country level.
201-2 Financial implications and other risks and opportunities due to climate change 	AR: Principal risks and uncertainties p60–62 AR: Climate disclosure p65 P: Proactive engagement on climate change p51 Web: 2020 CDP Investor Climate submission, C2 Module: Risks and Opportunities https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-climate-change-2020.pdf Web: Nestlé's Net Zero Roadmap https://www.nestle.com/sites/default/files/2020-12/nestle-net-zero-roadmap-en.pdf			
201-3 Defined benefit plan obligations and other retirement plans	CFS: Employee benefits liabilities p71 CFS: Post-employment benefits p109 CFS: Employee benefits p109	d. Report the percentage of salary contributed by employee or employer. e. Report the level of participation in retirement plans (such as participation in mandatory or voluntary schemes, regional or country-based schemes, or those with financial impact).	The information is currently unavailable.	It is not possible to provide this data given that each market has its own pension plan and it is therefore too complex to create an accurate global picture.

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
201-4 Financial assistance received from government		<p>The reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. Total monetary value of financial assistance received by the organization from any government during the reporting period, including: <ul style="list-style-type: none"> i. tax relief and tax credits; ii. subsidies; iii. investment grants, research and development grants, and other relevant types of grant; iv. awards; v. royalty holidays; vi. financial assistance from export credit agencies; vii. financial incentives; viii. other financial benefits received or receivable from any government for any operation. b. The information in 201-4-a by country. c. Whether, and the extent to which, any government is present in the shareholding structure. 	<p>The Standard Disclosure or part of the Standard Disclosure is not applicable.</p>	<p>Based on existing information, we do not receive significant financial assistance from government that would materially affect our position. There is no government present in the shareholding structure.</p>
Market presence				
103-1 Explanation of the material topic and its Boundary	<p>Our global presence has a significant impact on local economies, employment both directly and in our supply chain. Moreover, our global presence enables us to achieve our goal of being the leading nutrition, health and wellness company, see:</p> <p>AR: Group overview p48–53 CFS: Analyses by Segment p85–94 Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people CSV and SR 2020 Appendix: About our reporting p2 CSV and SR 2020 Appendix: Focusing on our material issues p8</p>			
103-2 The management approach and its components	<p>See above</p> <p>CAGNY 2021 presentation by François-Xavier Roger (EVP, Nestlé Chief Financial Officer) https://www.nestle.com/sites/default/files/2021-02/investors-cagny-2021-nestle-presentation-cfo.pdf CSV: Chairman and CEO Letter p2 AR: Letter to our shareholders p2–7 C: Grievance mechanisms and remediation p38 Web: <i>Tell us</i> https://www.nestle.com/aboutus/businessprinciples/report-your-concerns</p> <p>Providing effective grievance mechanisms to employees and stakeholders is one of Nestlé’s 2020 commitments that has been achieved. Through our <i>Tell us</i> system, we continuously ensure that robust grievance mechanisms are in place and are effectively communicated to employees and external stakeholders. We are continuously working on improving the accessibility of grievance mechanisms to employees and other external stakeholders. As part of our evolution of our reporting systems, we are working on merging <i>Tell us</i> and the <i>Nestlé Integrity Reporting System</i>.</p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-3 Evaluation of the management approach	See above CSV: Chairman and CEO Letter p2 AR: Letter to our shareholders p2-7			
202-1 Ratios of standard entry level wage by gender compared to local minimum wage 1 5 8		Indicator omitted	The information is currently unavailable.	The information is currently unavailable. Nestlé does not provide a breakdown of this data by gender as we are committed to ensuring all our employees receive a living wage that covers their needs according to local standards of living. We have been working to assess pay rates globally with nonprofit Business for Social Responsibility (BSR) since 2014. We assess rates every three years. A few gaps were identified during the first three years, and they were swiftly addressed. In 2020, we saw the completion of the first year of the three-year cycle, conducted in collaboration with BSR, for validation that we pay a living wage across the world. No gaps were reported from any of the countries covered by the exercise. All countries have processes embedded in their pay practices to ensure any gaps identified during the assessment are addressed. We will continue the three-year assessment cycle with these countries in 2021 and beyond to ensure that Nestlé remains a living wage employer globally.
202-2 Proportion of senior management hired from the local community 8	Nestlé has identified that the proportion of native employees at management levels in developing countries lags behind that of more developed countries, and it is these countries that are considered significant locations of operation for this data tracking, see: Local Management Committee members native to country in developing countries (%)* 2020 – 88.05% 2019 – 85.5% 2018 – 83.01% 2017 – 78% *covers 82.9% of employees in the HR system For the purpose of this indicator, senior management is defined as Nestlé in Market Management Committee level in each of the markets and local is defined as the country or market in which we operate.			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Indirect economic impacts				
103-1 Explanation of the material topic and its Boundary	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9-10 C: Rural livelihoods p28 C: Delivering impact through <i>Farmer Connect</i> p29 Web: Delivering impact through <i>Farmer Connect</i> https://www.nestle.com/csv/impact/rural-livelihoods/farm-economics Web: Rural livelihoods https://www.nestle.com/csv/impact/rural-livelihoods Web: Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances</p> <p>As a global company, we recognize that we have significant indirect economic impacts across our value chain. Our Creating Shared Value (CSV) strategy and management approach for managing our indirect economic impacts both positive and negative is focused on the millions of farmers and local communities around the world who depend on our business for their livelihoods.</p>			
103-2 The management approach and its components	<p>C: Enhancing rural development and livelihoods p28 C: Delivering impact through <i>Farmer Connect</i> p29 Web: <i>Corporate Business Principles</i> https://www.nestle.com/asset-library/documents/library/documents/corporate-governance/corporate-business-principles-en.pdf</p> <p>As a global company, we recognize that we have significant indirect economic impacts across our value chain. Our CSV strategy and management approach for managing our indirect economic impacts both positive and negative is focused on the millions of farmers and local communities around the world who depend on our business for their livelihoods.</p> <p>The Nestlé <i>Corporate Business Principles</i> are at the basis of our company’s culture and underscore our approach, principles, policies, standards and guidelines to CSV. Through our CSV work we find business solutions for societal issues, which leads to the creation of initiatives like <i>Farmer Connect</i> as a model for delivering positive impact in our value chain.</p>			
103-3 Evaluation of the management approach	<p>C: Enhancing rural development and livelihoods p28 C: Delivering impact through <i>Farmer Connect</i> p29 Rural Development Framework: ‘Part II’ https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate_social_responsibility/nestle-rural-development-framework-update2015.pdf Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>As a global company, we recognize that we have significant indirect economic impacts across our value chain. Our CSV strategy and management approach for managing our indirect economic impacts both positive and negative is focused on the millions of farmers and local communities around the world who depend on our business for their livelihoods.</p>			
203-1 Infrastructure investments and services supported 2 5 7 9 11	<p>Our most material infrastructure investments are through our <i>Nestlé for Healthier Kids</i> initiative, our <i>Caring for Water</i> initiative and <i>Nestlé needs YOUth</i> initiative. Some volunteering has been done with <i>Nestlé for Healthier Kids</i> and water donations have been made through our <i>Caring for Water</i> initiative, but all three are predominantly commercial.</p> <p>Since the outbreak of COVID-19, Nestlé’s priority has been to protect its employees, ensuring they remain safe, healthy and supported; maintain business continuity to provide the foods and beverages people need; and give a helping hand to its business partners and communities.</p> <p><i>#AlwaysOpenforYou</i> is an initiative designed to help businesses weather the crisis and support them as they look to reopen and welcome back their customers, with solutions adapted to their individual needs. The total value of this initiative is expected to be around CHF 500 million.</p> <p>C: Opportunities for young people p40 laF: Promoting healthy behaviors in children p20 P: Caring for water p44 laF: Inspiring people to lead healthier lives p16 C: Enhancing rural development and livelihoods p28 Web: Responsibly sourcing our raw materials https://www.nestle.com/csv/responsible-sourcing-raw-materials Web: <i>Nestlé for Healthier Kids</i> global initiative https://www.nestle.com/csv/global-initiatives/healthier-kids</p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
203-2 Significant indirect economic impacts 	<p>CSV: Our 2020 commitments and progress p8 C: Delivering impact through <i>Farmer Connect</i> p29 C: Responsible coffee sourcing p32 Web: Coffee https://www.nestle.com/csv/raw-materials/coffee C: Empowering women p41 C: Opportunities for young people p40 CSV and SR 2020 Appendix: Our key performance indicators p5–6</p> <p>Our Theory of Change methodology is used to developed an action framework (inputs-outputs-outcomes-impacts) that allows us to overcome development gaps in rural communities we source from. It is designed to deliver positive impacts. However, we always assess both positive and unintended negative impacts. If we observe unintended negative impacts on output or outcome levels we take action and redirect activities.</p>			
Procurement practices				
103-1 Explanation of the material topic and its Boundary	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Governance and policies https://www.nestle.com/csv/what-is-csv/governance C: Enhancing rural development and livelihoods p28 C: Implement responsible sourcing p31 Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: Coffee https://www.nestle.com/csv/raw-materials/coffee Web: Dairy https://www.nestle.com/csv/raw-materials/dairy Web: Meat, poultry, eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Cereals and grains https://www.nestle.com/csv/raw-materials/cereals Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Pulp and paper https://www.nestle.com/csv/raw-materials/pulp-paper Web: Soya https://www.nestle.com/csv/raw-materials/soya Web: Sugar https://www.nestle.com/csv/raw-materials/sugar Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts Web: Vanilla https://www.nestle.com/csv/raw-materials/vanilla Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Spices https://www.nestle.com/csv/raw-materials/spices Web: Vegetables https://www.nestle.com/csv/raw-materials/vegetables Web: Coconut https://www.nestle.com/csv/raw-materials/coconut</p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-2 The management approach and its components	<p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>C: Enhancing rural development and livelihoods p28</p> <p>C: Implement responsible sourcing p31</p> <p>Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan</p> <p>Web: Coffee https://www.nestle.com/csv/raw-materials/coffee</p> <p>Web: Dairy https://www.nestle.com/csv/raw-materials/dairy</p> <p>Web: Meat, poultry, eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs</p> <p>Web: Cereals and grains https://www.nestle.com/csv/raw-materials/cereals</p> <p>Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil</p> <p>Web: Pulp and paper https://www.nestle.com/csv/raw-materials/pulp-paper</p> <p>Web: Soya https://www.nestle.com/csv/raw-materials/soya</p> <p>Web: Sugar https://www.nestle.com/csv/raw-materials/sugar</p> <p>Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Web: Vanilla https://www.nestle.com/csv/raw-materials/vanilla</p> <p>Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Web: Spices https://www.nestle.com/csv/raw-materials/spices</p> <p>Web: Vegetables https://www.nestle.com/csv/raw-materials/vegetables</p> <p>Web: Coconut https://www.nestle.com/csv/raw-materials/coconut</p> <p>Nestlé Responsible Sourcing Standard: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf</p>			
103-3 Evaluation of the management approach	<p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>C: Enhancing rural development and livelihoods p28</p> <p>C: Delivering impact through <i>Farmer Connect</i> p29</p> <p>C: Implement responsible sourcing p31</p> <p>Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan</p> <p>Web: Coffee https://www.nestle.com/csv/raw-materials/coffee</p> <p>Web: Dairy https://www.nestle.com/csv/raw-materials/dairy</p> <p>Web: Meat, poultry, eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs</p> <p>Web: Cereals and grains https://www.nestle.com/csv/raw-materials/cereals</p> <p>Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil</p> <p>Web: Pulp and paper https://www.nestle.com/csv/raw-materials/pulp-paper</p> <p>Web: Soya https://www.nestle.com/csv/raw-materials/soya</p> <p>Web: Sugar https://www.nestle.com/csv/raw-materials/sugar</p> <p>Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Web: Vanilla https://www.nestle.com/csv/raw-materials/vanilla</p> <p>Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Web: Spices https://www.nestle.com/csv/raw-materials/spices</p> <p>Web: Vegetables https://www.nestle.com/csv/raw-materials/vegetables</p> <p>Web: Coconut https://www.nestle.com/csv/raw-materials/coconut</p> <p>Nestlé Responsible Sourcing Standard: https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf</p>			
204-1 Proportion of spending on local suppliers	<p>C: Enhancing rural development and livelihoods p28</p> <p>C: Delivering impact through <i>Farmer Connect</i> p29</p>	Indicator omitted	The information is currently unavailable.	Data not available. Although we source products locally where possible, as demonstrated by our <i>Farmer Connect</i> program, due to the complex, global nature of our supply chain and the types of products we source, our ability to track procurement spend locally is limited.



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>FP1: Percentage of purchased volume from suppliers compliant with company's sourcing policy</p>	<p>C: Delivering impact through <i>Farmer Connect</i> p29</p>	<p>Indicator omitted</p>	<p>The information is currently unavailable.</p>	<p>In 2019, 66% of our total spend and volume was sourced from audited and compliance suppliers. In 2020, we have updated our Tier 1 Audit Program to take into account the learnings of the past 10 years. As a result, both the scope of the program and the key performance indicator have changed. We now focus on compliance per site (instead of spend and volume) and focus our resources on the higher risk and most important suppliers.</p>
<p>FP2: Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard</p> <p>2 12 14 15</p>	<p>Sourced ingredients focuses on 15 priority categories, which represent the materials we source in the largest quantities or which are most important for us: cocoa; coffee; dairy; cereals and grains; fish and seafood; hazelnuts; meat, poultry and eggs; palm oil; pulp and paper; soya; sugar; vanilla; vegetables, coconut and spices.</p> <p>C: Implement responsible sourcing p31 C: Responsible coffee sourcing p32 C: <i>Nestlé Cocoa Plan</i> p33</p> <p>Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: Coffee https://www.nestle.com/csv/raw-materials/coffee Web: Dairy https://www.nestle.com/csv/raw-materials/dairy Web: Meat, poultry, eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Cereals and grains https://www.nestle.com/csv/raw-materials/cereals Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Pulp and paper https://www.nestle.com/csv/raw-materials/pulp-paper Web: Soya https://www.nestle.com/csv/raw-materials/soya Web: Sugar https://www.nestle.com/csv/raw-materials/sugar Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts Web: Vanilla https://www.nestle.com/csv/raw-materials/vanilla Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Spices https://www.nestle.com/csv/raw-materials/spices Web: Vegetables https://www.nestle.com/csv/raw-materials/vegetables Web: Coconut https://www.nestle.com/csv/raw-materials/coconut <i>Nestlé Responsible Sourcing Standard</i> https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf</p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Anti-corruption				
103-1 Explanation of the material topic and its Boundary	<p>Our commitment to work against corruption and bribery is integral to the <i>Corporate Business Principles</i>, the <i>Nestlé Code of Business Conduct</i> and the <i>Nestlé Responsible Sourcing Standard</i>. Our Human Resources, Legal and Group Compliance departments work together to train employees in these policies and to monitor behavior. Ensuring local compliance is the responsibility of each country business leader. Anti-corruption is included within the Corporate Compliance Framework, a dedicated compliance function that reports to the Group Compliance Committee and the Executive Board. Nestlé also demonstrates its commitment to business integrity through being a signatory to the United Nations Global Compact (UNGC). Principle 10 of the UNGC requires signatories to work against corruption in all its forms.</p> <p>CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances Web: UN Global Compact https://www.nestle.com/csv/what-is-csv/partnerships-alliances/united-nations C: Respecting and promoting human rights p34 C: Our culture of business ethics and integrity p37 Web: Ethical business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business</p>			
103-2 The management approach and its components	<p>Our commitment to work against corruption and bribery is integral to the <i>Corporate Business Principles</i>, the <i>Nestlé Code of Business Conduct</i> and the <i>Nestlé Responsible Sourcing Standard</i>. Our Human Resources, Legal and Group Compliance departments work together to train employees in these policies and to monitor behavior. Ensuring local compliance is the responsibility of each country business leader. Anti-corruption is included within the Corporate Compliance Framework, a dedicated compliance function that reports to the Group Compliance Committee and the Executive Board. Nestlé also demonstrates its commitment to business integrity through being a signatory to the UNGC. Principle 10 of the UNGC requires signatories to work against corruption in all its forms.</p> <p>Web: Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances Web: UN Global Compact https://www.nestle.com/csv/what-is-csv/partnerships-alliances/united-nations C: Respecting and promoting human rights p34 C: Our culture of business ethics and integrity p37 Web: Ethical business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business</p>			
103-3 Evaluation of the management approach	<p>Our commitment to work against corruption and bribery is integral to the <i>Corporate Business Principles</i>, the <i>Nestlé Code of Business Conduct</i> and the <i>Nestlé Responsible Sourcing Standard</i>. Our Human Resources, Legal and Group Compliance departments work together to train employees in these policies and to monitor behavior. Ensuring local compliance is the responsibility of each country business leader. Anti-corruption is included within the Corporate Compliance Framework, a dedicated compliance function that reports to the Group Compliance Committee and the Executive Board. Nestlé also demonstrates its commitment to business integrity through being a signatory to the UNGC. Principle 10 of the UNGC requires signatories to work against corruption in all its forms.</p> <p>Web: Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances Web: UN Global Compact https://www.nestle.com/csv/what-is-csv/partnerships-alliances/united-nations C: Respecting and promoting human rights p34 C: Assess and address human rights impacts p35 C: Our culture of business ethics and integrity p37 Web: Ethical business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p>			



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
205-1 Operations assessed for risks related to corruption 16	Enterprise Risk Management (ERM) assessment is performed and discussed by the Market Compliance Committees across our markets and, in 2020, 97% markets were assessed for risks of corruption. Related topics of Anti-trust, Business Principles, Human Rights and Corruption and Bribery have also been included in the Enterprise Risk Management Assessment. Our main goal remains to ensure that all markets reach a maturity level in their Compliance Program in each category, among which are market-specific procedures to address the implementation of the <i>Code of Business Conduct's</i> Appendix on Bribery and Corruption. C: Our culture of business ethics and integrity p37 Web: Ethical business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business	a. Total number of operations assessed for risks related to corruption. b. Significant risks related to corruption identified through the risk assessment.	The information is currently unavailable.	Nestlé does not report on the total number of operations assessed specifically for corruption risks or what the identified risks are. However, since 2018, we have been assessing specific risks related to corruption as part of the ERM assessment.
205-2 Communication and training about anti-corruption policies and procedures 16	Web: Ethical business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business 96 241 employees received training on the Nestlé <i>Code of Business Conduct</i> in 2020, which includes clauses on anti-corruption policies and procedures. All Nestlé employees up to and including Executive Board members are in scope of training for the <i>Code of Conduct</i> , which includes anti-corruption. Business partners are notified about our <i>Code of Conduct</i> but do not receive specific Nestlé training. Both the <i>Corporate Business Principles</i> and Nestlé <i>Responsible Sourcing Standard</i> have chapters on anti-corruption for employees and suppliers. New suppliers shall sign the Nestlé <i>Responsible Sourcing Standard</i> .	a. Report the total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region. c. Report the total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. d. Report the total number and percentage of governance body members that have received training on anti-corruption, broken down by region. b & e. broken down by employee category and region.	The information is currently unavailable.	We identify the key countries at risk of corruption and we train the managers located in these high-risk countries. In 2014, we defined new minimal standards as to who must be trained on anti-corruption, and how often, focusing on these countries. We report the percentage of targeted managers who have been trained on anti-corruption policies, as identified by our legal counsels on a risk basis. We do not collect data required for any indicators by percentage or breakdown by employee category and region as Nestlé does not have a mechanism in place for tracking and reporting this at a global level, and we do not have any plans to collect this in the future.
205-3 Confirmed incidents of corruption and actions taken 16	No public allegations of corruption were made against Nestlé in 2020. There were zero confirmed incidents in which employees were dismissed or disciplined for corruption. <u>Nestlé Code of Business Conduct</u>	c. Report the total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.	The information is currently unavailable.	This information is not currently reported and we have no current plans to collect it in the future due to confidentiality.
Anti-competitive behavior				
103-1 Explanation of the material topic and its Boundary	CSV and SR 2020 Appendix: Material issues across the value chain p9–10 <u>Nestlé Code of Business Conduct</u> In 2016, we adopted a new <u>Nestlé Group Antitrust Law Policy</u> , bringing our commitments in this area in line with the expectations of national and supra-national antitrust authorities and international standards.			
103-2 The management approach and its components	<u>Nestlé Code of Business Conduct</u> In 2016, we adopted a new Nestlé Group Antitrust Law Policy, bringing our commitments in this area in line with the expectations of national and supra-national antitrust authorities and international standards. Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-3 Evaluation of the management approach	<u>Nestlé Code of Business Conduct</u> In 2016, we adopted a new <u>Nestlé Group Antitrust Law Policy</u> , bringing our commitments in this area into line with the expectations of national and supra-national antitrust authorities and international standards. Nestlé has comprehensive antitrust compliance programs in place centrally and at market level, which include a public <u>Nestlé Group Antitrust Law Policy</u> , e-learning, guidance and bespoke trainings for the Executive Board members and down. Management are very sensitized to antitrust matters at all levels, centrally and within the markets. Antitrust considerations are taken into account in the conduct of the day-to-day business and in key decisions. Antitrust forms part of the enterprise risk management, where markets are asked to provide updates on these issues and any changes in the regulatory landscape.			
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices 16	There are three legal actions pending and one action completed affecting Nestlé.	b. Report the main outcomes of completed legal actions, including any decisions or judgments.	The existence of specific legal prohibitions.	We do not comment on pending proceedings nor on the outcome of completed actions.
Tax				
103-1 Explanation of the material topic and its Boundary	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9-10 Web: Taxation https://www.nestle.com/csv/what-is-csv/taxation			
103-2 The management approach and its components	Web: Taxation https://www.nestle.com/csv/what-is-csv/taxation			
103-3 Evaluation of the management approach	Web: Taxation https://www.nestle.com/csv/what-is-csv/taxation Web: Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business Web: Governance and policies https://www.nestle.com/csv/what-is-csv/governance			
207-1 A description of the approach to tax	Web: Taxation https://www.nestle.com/csv/what-is-csv/taxation			
207-2 A description of the tax governance and control framework	Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Taxation https://www.nestle.com/csv/what-is-csv/taxation			
207-3 A description of the approach to stakeholder engagement and management of stakeholder concerns related to tax	Web: Taxation https://www.nestle.com/csv/what-is-csv/taxation Web: Materiality https://www.nestle.com/csv/what-is-csv/materiality As part of our 2020 materiality assessment, 72 key internal and external stakeholders were interviewed and asked to score issues by importance to them. Taxation was one of the issues that was also discussed by stakeholders and features on the materiality matrix.			



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>207-4 All tax jurisdictions where the entities included in the organization’s audited consolidated financial statements, or in the financial information filed on public record, are resident for tax purposes</p>	<p>Web: Taxation > Country-by-Country Reporting https://www.nestle.com/csv/what-is-csv/taxation CFS: Taxes p133–136</p>	<p>All tax jurisdictions where the entities included in the organization’s audited consolidated financial statements, or in the financial information filed on public record, are resident for tax purposes.</p> <p>b. For each tax jurisdiction reported in Disclosure 207-4-a:</p> <ul style="list-style-type: none"> i. Names of the resident entities; ii. Primary activities of the organization; iii. Number of employees, and the basis of calculation of this number; iv. Revenues from third-party sales; v. Revenues from intra-group transactions with other tax jurisdictions; vi. Profit/loss before tax; vii. Tangible assets other than cash and cash equivalents; viii. Corporate income tax paid on a cash basis; ix. Corporate income tax accrued on profit/loss; x. Reasons for the difference between corporate income tax accrued on profit/loss and the tax due if the statutory tax rate is applied to profit/loss before tax. <p>c. The time period covered by the information reported in Disclosure 207-4.</p>	<p>The information is subject to confidentiality constraints.</p>	<p>In compliance with the OECD ‘Base Erosion and Profit Shifting’ Actions, Nestlé prepares the Country-by-Country Report (CbCR) for its entire Group and provides it to the Swiss tax authorities. Swiss tax authorities share the Nestlé CbCR with countries that have signed agreements allowing for that exchange.</p> <p>The Nestlé CbCR is therefore available to all the countries where tax authorities have agreed to the standards developed by the OECD.</p> <p>We actively participate in a few initiatives with other multinational companies that will support our journey with tax authorities and stakeholders toward improving tax governance and tax transparency.</p>

Disclosure	Page number(s) and/or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Material Topics GRI 300 Environmental Standards Series				
Materials				
103-1 Explanation of the material topic and its Boundary	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement P: Proactive engagement on climate change p51 P: Protecting natural capital p56 The Nestlé Policy on Environmental Sustainability</p> <p>The use of materials is considered a significant part of how we manage product packaging and plastics, an issue that features on our materiality matrix.</p>			
103-2 The management approach and its components	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms C: Grievance mechanisms and remediation p38 P: Safeguarding the environment p52 P: Protecting natural capital p56 The Nestlé Policy on Environmental Sustainability</p> <p>At Nestlé, we are committed to applying sustainable business practices; our management approach to this can be found in our environmental policy. The reason for applying this approach is so that, where possible, we can avoid, mitigate and remediate the negative environmental impacts of our operations.</p>			
103-3 Evaluation of the management approach	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement P: Improving packaging performance p53 P: Protecting natural capital p56 The Nestlé Policy on Environmental Sustainability</p>			
301-1 Materials used by weight or volume 12	<p>As most of our products come from agricultural inputs (and therefore are renewable by nature), the key focus for renewable vs non-renewable input is in product packaging. P: Improving packaging performance p53 Web: Performance and reporting > Progress at a glance https://www.nestle.com/csv/performance/kpi-summary 2020 Consolidated Nestlé Environmental Performance Indicators</p>			
301-2 Recycled input materials used 8 12	<p>The most material area for Nestlé to measure the percentage of recycled input is packaging, for which the following information is available: 35% of 4.46 million tonnes of packaging material is recycled, which is 1.56 million tonnes, and this is 6.24% of the total materials used (25 million tonnes). P: Improving packaging performance p53</p>	Not reported for input materials – only packaging materials	Information unavailable	The most material area for Nestlé to measure the percentage of recycled input is packaging.
301-3 Reclaimed products and their packaging materials 8 12	<p>The only product category where Nestlé is involved in reclaiming products is <i>Nespresso</i> capsules. As our work on plastics continues in 2020, we will have more to report on reclaimed products and packaging materials in 2021. Nespresso Positive Cup Report P: Improving packaging performance p53</p>			


Disclosure	Page number(s) and/or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Energy				
103-1 Explanation of the material topic and its Boundary	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Acting on climate change p49 The Nestlé Policy on Environmental Sustainability 2020 Consolidated Nestlé Environmental Performance Indicators</p>			
103-2 The management approach and its components	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation p38 P: Acting on climate change p49 The Nestlé Policy on Environmental Sustainability 2020 Consolidated Nestlé Environmental Performance Indicators</p>			
103-3 Evaluation of the management approach	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation p38 P: Acting on climate change p49 The Nestlé Policy on Environmental Sustainability 2020 Consolidated Nestlé Environmental Performance Indicators</p>			
302-1 Energy consumption within the organization 	<p>P: Climate change leadership p50 2020 Consolidated Nestlé Environmental Performance Indicators Web: 2020 CDP Climate Investor submission https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-climate-change-2020.pdf</p>	<p>c. Report in joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> • Cooling consumption d. Report in joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> • Electricity sold • Heating sold • Cooling sold • Steam sold </p>	<p>Part of the Standard Disclosure is not applicable</p>	<p>We use cooling in our factories but it is not purchased. It is generated out of the energies we purchase (fuels, electricity) that are already disclosed. We do not track at corporate level how much cooling we generate out of the energy we consume as this is not material to us.</p> <p>Nestlé sells a small amount of energy (and this sold energy is excluded from our energy consumption) but the quantity is not sufficient to be a material indicator for us. Note that the GHG emissions related to the production of this sold energy are included in our Scope 1 emissions.</p>

Disclosure	Page number(s) and/or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
302-2 Energy consumption outside of the organization 7 8 12 13		Indicator omitted	The information is currently unavailable.	We do not currently collect or estimate the amount of energy used by our suppliers and customers. Our focus is GHG emissions rather than energy consumption and we are tracking our Scope 3 emissions, see our response to GRI 305-3.
302-3 Energy intensity 7 8 12 13	P: Climate change leadership p50 Web: 2020 CDP Climate Investor submission https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-climate-change-2020.pdf Boundaries for the calculation: Factories (within the organization) Total energy consumption = direct energy + intermediate energy Intermediate energy = grid electricity + green power + steam purchased + hot water purchased			
302-4 Reduction of energy consumption 7 8 12 13	P: Climate change leadership p50 Web: 2020 CDP Climate Investor submission https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-climate-change-2020.pdf 2020 Consolidated Nestlé Environmental Performance Indicators The rationale for the baseline is to have a 10-year period with a target year within manageable cycles.			
302-5 Reductions in energy requirements of products and services 7 8 12 13	P: Climate change leadership p50 P: Proactive engagement on climate change p51 Web: Climate change leadership https://www.nestle.com/csv/impact/climate-change/climate-change Web: See our CDP Investor submission for standards, methodologies and assumptions used and the source of conversion factors used: https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-climate-change-2020.pdf	Indicator omitted	The information is currently unavailable.	While we do collect data on reduction in energy reduction from our Nespresso factories, we do not currently collect data on the reduction in energy requirements of sold products.
Water				
103-1 Explanation of the material topic and its Boundary	P: Caring for water p44 CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9-10 Web: Our approach > Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Water stewardship advocacy p46 2020 Consolidated Nestlé Environmental Performance Indicators			
103-2 The management approach and its components	P: Caring for water p44 CSV and SR 2020 Appendix: Focusing on our material issues p8 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Nestlé Commitment on Water Stewardship 2020 Consolidated Nestlé Environmental Performance Indicators C: Grievance mechanisms and remediation p38			
103-3 Evaluation of the management approach	P: Caring for water p44 P: Improving water efficiency p45 CSV and SR 2020 Appendix: Focusing on our material issues p8 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Nestlé Commitment on Water Stewardship 2020 Consolidated Nestlé Environmental Performance Indicators			



Disclosure	Page number(s) and/or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
303-1 Interactions with water as a shared source 6	P: Caring for water p44 P: Improving water efficiency p45 P: Engaging with our suppliers p47 Web: Planet > Water stewardship advocacy https://www.nestle.com/csv/impact/water/policy-stewardship Web: 2020 CDP Water Investor submission, W1.2a, W1.4a, 1.4b, W2.1, W2.1a, W3.3a, W3.3b, W5.1, W5.1a, W8.1, W8.1a https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-water-security-2020.pdf			
303-2 Management of water discharge-related impacts	Web: 2020 CDP Water Investor submission, WFB3.1 https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-water-security-2020.pdf Our digital compliance assessment and monitoring tool ensures all our plants meet the exacting standards of our Nestlé Environmental Requirements (NER) for water quality. Where there are no local discharge requirements, sites need to follow NER Requirements, which are based on European Water quality Standards/Regulation. In case a site requests a derogation, they need to provide an assessment that might include the profile of the receiving body. No sector-specific standards are considered as part of NER.			
303-3 Water withdrawal 6 8 12	P: Improving water efficiency p45 Web: 2020 CDP Water Investor submission, W1.2, W1.2b, W1.2d, W1.2h, W5.1, W5.1a https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-water-security-2020.pdf 2020 Consolidated Nestlé Environmental Performance Indicators See data charts GRI Index Appendix: 303-3 Water withdrawal p102 Water withdrawal is based on meters so no specific methodology is used as these are measurements.			
303-4 Water discharge	2020 Consolidated Nestlé Environmental Performance Indicators See data charts GRI Index Appendix: 303-4 Water discharge p102 As a food manufacturing company, Nestlé does not identify priority substances of concern for which discharges are treated. Our water discharges internal requirements include standard effluents parameters applicable for wastewater treatments and are based on a set of recognized regulations (e.g. European and North American Standards).			
303-5 Water consumption	Total water consumption from all areas with water stress in 2020 was 28 053 megaliters. Web: 2020 CDP Water Investor submission, W1.2b, W1.2i https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-water-security-2020.pdf Water storage does not have a significant water-related impact for Nestlé as the water storage volumes at our factories are normally negligible versus total water use in terms of potential impact on local water resources.			
Emissions				
103-1 Explanation of the material topic and its Boundary	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Climate change leadership p50 Web: 2020 CDP Climate Change Investor submission, C1.2a https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-climate-change-2020.pdf			
103-2 The management approach and its components	CSV and SR 2020 Appendix: Focusing on our material issues p8 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Climate change leadership p50 C: Grievance mechanisms and remediation p38			
103-3 Evaluation of the management approach	CSV and SR 2020 Appendix: Focusing on our material issues p8 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Climate change leadership p50 The Nestlé Policy on Environmental Sustainability			

Disclosure	Page number(s) and/or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
305-1 Direct (Scope 1) GHG emissions 3 12 13 14 15	<p>P: Climate change leadership p50 Web: 2020 CDP Climate Investor submission https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-climate-change-2020.pdf 2020 Consolidated Nestlé Environmental Performance Indicators</p> <p>The following are in the Definition and Comments 2020 CNEPI document: b. gases included in the calculation, e. Source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source. g. standards, methodologies, assumptions and/or calculation tools used.</p> <p>The rationale for the baseline is to have a 10-year period with a target year within manageable cycles.</p>			
305-2 Energy indirect (Scope 2) GHG emissions 3 12 13 14 15	<p>P: Climate change leadership p50 2020 Consolidated Nestlé Environmental Performance Indicators</p> <p>The rationale for the baseline is to have a 10-year period with a target year within manageable cycles.</p>			
305-3 Other indirect (Scope 3) GHG emissions 3 12 13 14 15	<p>P: Climate change leadership p50 2020 Consolidated Nestlé Environmental Performance Indicators</p> <p>The rationale for the baseline is to have a 10-year period with a target year within manageable cycles. The Scope 3 GHG emissions are calculated using publicly available life cycle inventory databases (ecoinvent, World Food LCA Database, among others) and Nestlé databases where relevant. As part of the preparation of life cycle inventories, all relevant elementary flows are taken into account, both at the input and output of the processes being evaluated. Therefore, emissions of CO₂, N₂O, CH₄, HFCs, PFCs and others are modeled and taken into account when calculating the results in terms of kg or tonnes of CO₂-eq.</p>			
305-4 GHG emissions intensity 13 14 15	<p>P: Climate change leadership p50 Web: See our CDP Climate Investor submission for standards, methodologies and assumptions used and the source of conversion factors used: https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-climate-change-2020.pdf</p> <p>The gases included in the calculations are the same as for Scope 1 and 2 emissions. 2020 Consolidated Nestlé Environmental Performance Indicators</p>			
305-5 Reduction of GHG emissions 13 14 15	<p>P: Climate change leadership p50 Web: Climate change leadership https://www.nestle.com/csv/impact/climate-change/climate-change 2020 Consolidated Nestlé Environmental Performance Indicators</p> <p>The rationale for the baseline is to have a 10-year period with a target year within manageable cycles.</p>			
305-6 Emissions of ozone-depleting substances (ODS) 3 12	<p>2020 Consolidated Nestlé Environmental Performance Indicators</p> <p>The following substances are included in the calculation:</p> <ul style="list-style-type: none"> • Blends – azeotropes • Cyclic organic compounds • Ethane series • Ethers • Inorganic compounds • Methane series • Miscellaneous organic compounds • Propane • Unsaturated organic compounds 			

Disclosure	Page number(s) and/or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions 	Web: Climate change leadership https://www.nestle.com/csv/impact/climate-change/climate-change 2020 Consolidated Nestlé Environmental Performance Indicators	iii. Persistent organic pollutants iv. Volatile organic compounds v. Hazardous air pollutants vi. Particulate matter vii. Other standard categories of air emissions identified in relevant regulations	Not applicable	These are identified as not forming a significant part of Nestlé’s emissions.
Effluents and waste				
103-1 Explanation of the material topic and its Boundary	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Climate change leadership p50 P: Safeguarding the environment p52 P: Caring for water p44 2020 Consolidated Nestlé Environmental Performance Indicators			
103-2 The management approach and its components	Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 P: Safeguarding the environment p52 P: Caring for water p44 P: Climate change leadership p50 2020 Consolidated Nestlé Environmental Performance Indicators C: Grievance mechanisms and remediation p38 Web: 2020 CDP Water Investor submission, W-FB3.1a https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-water-security-2020.pdf			
103-3 Evaluation of the management approach	Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance CSV and SR 2020 Appendix: Focusing on our material issues p8 P: Safeguarding the environment p52 P: Caring for water p44 P: Climate change leadership p50 2020 Consolidated Nestlé Environmental Performance Indicators Web: 2020 CDP Water Investor submission, W-FB3.1a https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-water-security-2020.pdf			
306-1 Water discharge by quality and destination 	P: Caring for water p44 2020 Consolidated Nestlé Environmental Performance Indicators	Differentiation between planned and unplanned water discharge	The information is currently unavailable.	We do not currently have the resources or systems in place to collect this information to differentiate between planned/unplanned. We also do not track whether the water discharged is being reused by another organization.

Disclosure	Page number(s) and/or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
306-2 Waste by type and disposal method 3 6 12	P: Reducing food loss and waste p54 2020 Consolidated Nestlé Environmental Performance Indicators			
306-3 Significant spills 3 6 12 14 15	There were no significant spills in 2020. 2020 Consolidated Nestlé Environmental Performance Indicators			
306-4 Transport of hazardous waste 3 12		The Standard Disclosure	The Standard Disclosure is not applicable.	Nestlé does not transport or treat any waste relevant under the terms of the Basel Convention Annex I, II, III and VIII.
306-5 Water bodies affected by water discharges and/or runoff 6 15	Web: Caring for water https://www.nestle.com/csv/impact/water P: Caring for water p44	i. The size of the water body and related habitat. ii. Whether the water body and related habitat is designated as a nationally or internationally protected area. iii. The biodiversity value, such as total number of protected species.	The information is currently unavailable.	We previously carried out a comprehensive assessment on this issue with the UNEP World Conservation Monitoring Centre. However, we do not currently collect this data and have no plans to going forward.
Environmental compliance				
103-1 Explanation of the material topic and its Boundary	Compliance forms the basis for everything we do and is essential to our license to operate. Web: Our approach https://www.nestle.com/csv/what-is-csv P: Caring for water p44 CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Reducing food loss and waste p54 The Nestlé Policy on Environmental Sustainability – Governance section p4			
103-2 The management approach and its components	Compliance forms the basis for everything we do and is essential to our license to operate. Environmental compliance is similar to our compliance on all other issues. Nestlé complies with all the laws and own policies regulating its activity in line with the <i>Corporate Business Principles</i> . The Market Heads are ultimately responsible to guarantee this compliance, and in this task are supported by the Market Compliance Committee. Web: Our approach https://www.nestle.com/csv/what-is-csv P: Caring for water p44 P: Reducing food loss and waste p54 CSV and SR 2020 Appendix: Focusing on our material issues p8 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance The Nestlé Policy on Environmental Sustainability			
103-3 Evaluation of the management approach	Compliance forms the basis for everything we do and is essential to our license to operate. Web: Our approach https://www.nestle.com/csv/what-is-csv P: Caring for water p44 P: Reducing food loss and waste p54 CSV and SR 2020 Appendix: Focusing on our material issues p8 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance The Nestlé Policy on Environmental Sustainability – Governance section p4			

Disclosure	Page number(s) and/or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
307-1 Non-compliance with environmental laws and regulations 16	There was one non-monetary sanction for noncompliance with environmental laws and regulations in 2020. There are no events or penalties to report as significant fines for noncompliance with laws and regulations. *Threshold for a significant fine is CHF 10 million			
Supplier environmental assessment				
103-1 Explanation of the material topic and its Boundary	All Nestlé Tier 1 suppliers are required to adhere to the Nestlé <i>Responsible Sourcing Standard</i> (which includes environmental, societal, labor and human rights criteria), and are audited for compliance against the Standard as part of an ongoing program. If any instances of noncompliance are found, corrective action plans are put in place to resolve the issues. Termination of a relationship with a supplier only occurs if they refuse to comply with the audit process, including not correcting noncompliances, and is only undertaken as a last resort. CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 C: Enhancing rural development and livelihoods p28 C: Implement responsible sourcing p31 P: Improving packaging performance p53 P: Protecting natural capital p56 Nestlé Responsible Sourcing Standard Web: Sugar https://www.nestle.com/csv/raw-materials/sugar Web: Coffee https://www.nestle.com/csv/raw-materials/coffee			
103-2 The management approach and its components	CSV and SR 2020 Appendix: Focusing on our material issues p8 C: Enhancing rural development and livelihoods p28 C: Implement responsible sourcing p31 C: Delivering impact through <i>Farmer Connect</i> p29 C: Grievance mechanisms and remediation p38 P: Engaging with our suppliers p47 P: Protecting natural capital p56 P: Improving packaging performance p53 Web: Improving packaging performance https://www.nestle.com/csv/impact/environment/packaging Nestlé Responsible Sourcing Standard The Nestlé Policy on Environmental Sustainability			
103-3 Evaluation of the management approach	CSV and SR 2020 Appendix: Focusing on our material issues p8 C: Enhancing rural development and livelihoods p28 C: Implement responsible sourcing p31 C: Delivering impact through <i>Farmer Connect</i> p29 P: Engaging with our suppliers p47 P: Improving packaging performance p53 P: Protecting natural capital p56 Nestlé Responsible Sourcing Standard The Nestlé Policy on Environmental Sustainability Web: Responsibly sourcing our raw materials https://www.nestle.com/csv/responsible-sourcing-raw-materials			



Disclosure	Page number(s) and/or link	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
308-1 New suppliers that were screened using environmental criteria	<p>The Nestlé <i>Responsible Sourcing Standard</i> describes the requirements and ways of working that we apply together with our suppliers to ensure the sustainable long-term supply of materials and services to Nestlé. It sets out basic non-negotiable standards as well as important and urgent sustainability practices that we ask our suppliers, their employees, agents and subcontractors to respect and to adhere to at all times when conducting business. It is an integral part of all of our purchase orders and supply contracts. We verify compliance with the Standard by our direct suppliers in scope of our Sustainable Sourcing Tier 1 program, through independent audits carried out by audit firms accredited by Nestlé. These audits follow the <i>SMETA Best Practice Guidance</i>. If noncompliance issues or gaps are found, a time-bound action plan is developed and implemented by the supplier. The implementation of this plan will be later verified by the auditor. If a supplier refuses to undergo an audit or to close gaps, we may terminate the business relationship.</p> <p>We do not screen any supplier on compliance with our <i>Responsible Sourcing Standard</i> prior to them becoming suppliers. They all accept to comply with our <i>Responsible Sourcing Standard</i> as a condition of becoming our supplier.</p>			
308-2 Negative environmental impacts in the supply chain and actions taken	<p>C: Implement responsible sourcing p31 Web: 2020 CDP Water Investor submission, W1.4a, W1.4b https://www.nestle.com/sites/default/files/2021-03/cdp-nestle-answers-water-security-2020.pdf Web: Dairy https://www.nestle.com/csv/raw-materials/dairy Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Pulp and paper https://www.nestle.com/csv/raw-materials/pulp-paper Web: Sugar https://www.nestle.com/csv/raw-materials/sugar</p>	<p>b. Report the number of suppliers identified as having significant actual and potential negative environmental impacts.</p> <p>d. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment.</p> <p>e. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.</p>	<p>The information is currently unavailable.</p>	<p>We do not currently have the resources or systems in place to collect this information.</p>

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Material Topics				
GRI 400 Social Standards Series				
Employment				
103-1 Explanation of the material topic and its Boundary	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9-10 C: Promoting decent employment and diversity p39 Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people			
103-2 The management approach and its components	C: Grievance mechanisms and remediation p38 C: Promote decent employment and diversity p39 Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people <u>Nestlé Responsible Sourcing Standard</u> <u>Nestlé Code of Business Conduct</u> <u>The Nestlé Employee Relations Policy</u> <u>The Nestlé Human Resources Policy</u> <u>The Nestlé Maternity Protection Policy</u> <u>The Nestlé Global Parental Support Policy</u> Web: Governance and policies https://www.nestle.com/csv/what-is-csv/governance			
103-3 Evaluation of the management approach	Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Supporting our people: Nestlé and I insights https://www.nestle.com/csv/what-is-csv/supporting-our-people In 2020, rather than running a global survey we ran over 55 similarly timed surveys allowing a maximum flexibility to market leaders to collect and act on feedback locally, as well as allowing aggregation to above-market organizations. This evolution of ways of working enabled Nestlé to cut the time between survey and action from three months to three weeks, maximizing attention on actions and decision making. Given the environmental context of 2020, not every market participated in the initiative. Therefore, Nestlé is not able to share global engagement data at this time.			
401-1 New employee hires and employee turnover	CSV and SR 2020 Appendix: Our key performance indicators p5-6 See <u>GRI Index Appendix 401-1 New employee hires and employee turnover</u>			



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees</p> <p>8</p>	<p>As an Employer of Choice, Nestlé wishes to provide comprehensive and competitive employee rewards. Our global Total Rewards Policy outlines the employment package we provide for employees. It broadly covers:</p> <ul style="list-style-type: none"> • Fixed pay • Variable pay • Employee benefits • Personal growth and development • Work-life environment <p>The principles outlined in the policy provide the common framework within which individual markets can create competitive local programs that meet business needs and comply with local legislation. The approach is designed to attract, retain and engage talented employees.</p> <p>To support our policy, line managers and human resources professionals use an online Total Rewards Learning Center when dealing with performance and rewards (including compensation and benefits).</p> <p>The Nestlé Total Rewards Policy is intended to cover everyone directly employed by the company (including temps and part time), but its actual application is subject to considerations of local market practice, legislative requirements, etc.</p> <p><u>Nestlé Policy on Maternity Protection</u></p> <p>At the end of 2019, we launched our new Nestlé Global Parental Support Policy. Through the new policy, we have increased leave for new parents, offering primary caregivers 18 weeks of fully paid leave.</p> <p><u>The Nestlé Global Parental Support Policy</u></p> <p>Nestlé also provides cash and non-cash benefits within each country that are competitive or legally required.</p> <p>In the majority of countries our employees benefit from all or some of the following when not provided through statutory plans:</p> <ul style="list-style-type: none"> • Life cover • Disability/accident cover • Retirement provision • Healthcare <p>Stock ownership – Nestlé does not collect this information globally, some companies issue their own national report which may include stock/shares, etc. Nestlé does not have any benefits/levels for stock ownership.</p> <p>All operations, with the exception of partnerships, are significant.</p>	<p>Details of application to temporary or part-time employees by significant locations of operations</p>	<p>The Standard Disclosure or part of the Standard Disclosure is not applicable.</p>	<p>Nestlé does not have a mechanism in place for tracking and reporting this at a global level, and we do not have any plans to collect this in the future.</p>
<p>401-3 Parental leave</p> <p>5 8</p>	<p>See <u>GRI Index Appendix 401-3 Parental Leave</u></p>			
Labor/management relations				
<p>103-1 Explanation of the material topic and its Boundary</p>	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Supporting our people <u>https://www.nestle.com/csv/what-is-csv/supporting-our-people</u></p>			
<p>103-2 The management approach and its components</p>	<p>C: Respecting and promoting human rights p34 C: Assess and address human rights impacts p35 C: Protecting workers and children p36 C: Grievance mechanisms and remediation p38 Web: Respecting human rights <u>https://www.nestle.com/csv/impact/respecting-human-rights</u> Web: Governance and policies > Our internal governance structure <u>https://www.nestle.com/csv/what-is-csv/governance</u></p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-3 Evaluation of the management approach	Web: Supporting our people > Nestlé and I insights https://www.nestle.com/csv/what-is-csv/supporting-our-people Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance			
402-1 Minimum notice periods regarding operational changes	Before making operational changes that could substantially affect our employees, we provide a period of notice outlining the proposed changes. The minimum period and provisions for consultation and negotiation are specified either in the collective agreements or in the local laws. On average, the minimum period is 33 days.			
8				
FP3 Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country	Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people See GRI Index Appendix FP3 for data	Reasons for industrial disputes, strikes and/or lock-outs and breakdown by country	Confidentiality constraints	Labor disputes should be and are handled at the local level. In general, these industrial disputes happened mainly during salary negotiations, due to general strikes of the sector or protests against local governments' measures. We are unable to report the reasons for the industrial disputes or provide a breakdown by country as this information is sensitive.
8				
Occupational health and safety				
103-1 Explanation of the material topic and its Boundary	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9-10 C: Workplace health and safety p42 Web: Workplace health and safety https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces			
103-2 The management approach and its components	C: Grievance mechanisms and remediation p38 Web: Workplace health and safety https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces Nestlé Policy on Safety and Health at Work Labour Rights in Agricultural Supply Chains: A Roadmap Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Nestlé Commitment on Labour Rights in Agricultural Supply Chains Nestlé Responsible Sourcing Standard			
103-3 Evaluation of the management approach	Nestlé Policy on Safety and Health at Work Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Our culture of business ethics and integrity https://www.nestle.com/csv/impact/respecting-human-rights/ethical-conduct C: Grievance mechanisms and remediation p38			
403-1 Occupational health and safety management system	To be at the forefront of accident prevention in the industry, we implement an Occupational Health and Safety Management System in all our sites across the globe according to International Standards (ISO 45001), which is externally certified. This is expected to be over and above any legal requirements that we are mindful of complying with fully. Nestlé Policy on Safety and Health at Work			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>403-2 Hazard identification, risk assessment and incident investigation</p>	<p>As outlined in the Nestlé Policy on Safety and Health at Work, we commit to perform systematic identification of hazards and to manage them with appropriate risk assessments and subsequent actions to minimize danger. Our Occupational Health and Safety Management System based on ISO 45001 integrates an approach for the identification of work-related hazards. Beyond this, we have a Nestlé internal guideline called Safety and Health Risk Management, which ensures due focus is given to this following an ESTOP (eliminate, substitute, technical/ engineering controls, operating/administrative controls, personal protective equipment) approach for the hierarchy of controls.</p> <p>In addition to the process as per ISO 45001 for identification of work-related hazards on a non-routine basis, we have a Nestlé Guideline on Management of Change. The Nestlé internal Employee Health Management Standard outlines the approach for non-routine tasks or work situations, health surveillance needs, hazards monitoring and worker complaints and case management. Incident investigations require compliance with the Nestlé internal standard on 'Incident analysis and reporting' defining the requirements.</p> <p>All internal Occupational Health and Safety standards outline training and competency requirements related to the relevant tasks for the person carrying out quality control of processes.</p> <p>Nestlé has a process in place that allows workers to report work-related hazards and hazardous situations. In line with the ISO 45001 requirements, our employees are informed and trained on identifying and reporting work-related hazards and hazardous situations proactively. According to the Nestlé Global Policy on Occupational Safety and Health, employees are empowered to challenge any unsafe acts they see or perceive; or put a task on hold if they judge that safety is not adequate, until a competent person takes appropriate risk control measures. Workers are also enabled to report unsafe behaviors in an anonymous way via the <i>Nestlé Integrity Reporting System</i> (which is accessible in every market).</p> <p><u>Nestlé Policy on Safety and Health at Work</u> Web: Communities > Workplace health and safety https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p>			
<p>403-3 Occupational health services</p>	<p>C: Workplace health and safety p42 Web: Communities > Workplace health and safety https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p> <p>According to the Nestlé Global Policy on Occupational Safety and Health, employees are empowered to: challenge any unsafe acts they see or perceive; put a task on hold if they judge that safety is not adequate, until a competent person takes appropriate risk control measures. The policy also outlines the steps to be taken for workers to remove themselves from work situations that they believe could cause injury or ill health. In addition, health and safety are regular topics on the agenda of our meetings with the International Union of Food at the global level, with the European Works Council at the European level and of the Health and Safety Councils at the market level. All employee concerns that are raised are addressed by the respective forums.</p> <p>The Nestlé internal guideline on Safety and Health Risk Management and the Nestlé internal standard on 'Incident analysis and reporting' define the processes related to investigation of work-related incidents.</p> <p>The Nestlé internal 'Employee Health Management' Standard outlines the functions and expectations of occupational health services. The employee health community has four roles:</p> <ol style="list-style-type: none"> 1. Occupational health team members (doctors and nurses) who ensure appropriate case management and compliance with health monitoring requirements as well as determination and reporting of work-related illnesses. 2. Health champions/health managers who ensure the work environment facilitates and safeguards employee health and well-being through various programs and communication channels. 3. Members in the corporate medical network (doctors and nurses) who ensure that the health strategies in a geographical entity (country or market) are not only aligned with the expectation of health authorities but also with those of Nestlé and is enriched with insights from a global perspective. 4. Safety and health managers (safety experts) who support compliance with internal health and safety standards. 			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
403-4 Worker participation, consultation and communication on occupational health and safety	<p>We have a clearly defined approach as per the requirements of ISO 45001 for workers to participate and consult in the development, implementation and evaluation of our Occupational Health and Safety Management System.</p> <p>In addition, health and safety are regular topics on the agenda of our meetings with the International Union of Food at the global level, with the European Works Council at the European level and of the Health and Safety Councils at the market level. All concerns raised are being addressed by the respective forums.</p> <p>New projects in the area of health and safety are subject to consultation with workers' representatives/unions in accordance with local legislation. Health and safety provisions are part of the collective bargaining and are present in 213 collective bargaining agreements at the global level.</p>			
403-5 Worker training on occupational health and safety	<p>Occupational health and safety trainings to workers and contractors on specific work-related hazards, hazardous activities or hazardous situations are part of the onboarding process as per the requirements of the International Standard (ISO 45001). Additionally, the Nestlé internal Employee Health Management Standard defines the expectations around management of work-related hazards, hazardous activities or hazardous situations with a view to worker health.</p> <p>Web: Communities > Workplace health and safety https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p>			
403-6 Promotion of worker health	<p>We believe promotion of worker health is integral to an occupational health approach. The Nestlé internal Employee Health Management Standard outlines the basic expectations around the promotion of worker health and case management. Additionally, there are further elements such as health promotion initiatives, medical benefits programs and the presence of occupational health teams on site. There are clearly defined roles in Employee Health to deliver on these expectations (please refer to response for 403-3).</p> <p>From a survey conducted in 2016, 97% of respondents said there were currently health and wellness programmes or activities being implemented in their market.</p> <p>Web: Communities > Workplace health and safety https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p>			
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>Web: Communities > Workplace health and safety https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces</p>			
403-8 Workers covered by an occupational health and safety management system	<p>C: Workplace health and safety p42</p> <p>97% of employees on-site and off-site and contractors are covered by an externally certified occupational health and safety management system. Our Occupational Health and Safety Management System is both internally audited and certified by an external party. It covers everyone working on Nestlé premises (and employees working everywhere).</p> <p>Nestlé calculates the number and percentage of all persons covered by our system, but we do not differentiate between employees and contractors, since they are all under the purview of our Management System.</p> <p>The Nestlé Management System makes it mandatory for site certification according to International Standards (ISO 45001). All sites are required to report their health and safety management system certification status on a quarterly basis.</p> <p>There is an internal, global standardized approach for data capture and processing in compliance with requirements of internal standards. This is aligned with expectations of ISO 45001 and ensures proper compilation of data on workers through the use of the SHE-PM (Safety, Health and Environment-Performance Management).</p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>403-9 Work-related injuries</p>	<p>See GRI Index Appendix: 403-9 Health and Safety data</p> <p>In 2020, the total number of recordable work-related injuries was 960. This figure covers both employees and contractors and is a 21% reduction compared to the previous year. In 2020, 12 employees had high-consequence work-related injuries (excluding fatalities).</p> <p>In 2020, high-consequence work-related injuries (excluding fatalities) for entities whose work and/or workplace is controlled by the organization, e.g. contractors and volunteers, was two.</p> <p>The recordable injury rate for 2020 covers employees and contractors. We do not differentiate between employees and contractors in collecting and calculating injury data since they are all under the purview of our management system.</p> <p>Work-related hazards that pose a risk of high-consequence injury are defined by Nestlé’s internal standards on ‘Incident analysis and reporting’ and Management of High Hazard Tasks and the corresponding guidelines pertaining to this. We have standards related to specific risks.</p> <p>Driving and machinery hazards are examples of hazards that have caused or contributed to high-consequence injuries during 2020.</p> <p>The approach undertaken by Nestlé to eliminate hazards and minimize risks using the hierarchy of controls has included in-depth analysis of the relevant incidents, sharing of key learnings within the community, updating of standards where relevant (e.g. one standard was updated with insights and inputs gathered), conducting training sessions (e.g. global webinars on safe driving) and exploring alternative solutions (e.g. mobile applications to aid in safe driving) and global learning solutions (e.g. the development of a global e-learning module on machinery safety).</p>	<p>Rate of high-consequence work-related injuries (excluding fatalities)</p> <p>Rate of fatalities as a result of work-related injury</p>	<p>The information is currently unavailable.</p>	<p>We do not calculate the rate of fatalities as a result of work-related injuries and rate of employees with high-consequence work-related injuries (excluding fatalities). We calculate the absolute number and it is closely monitored by all senior management to aim for zero.</p>
<p>403-10 Work-related ill health</p>	<p>See GRI Index Appendix: 403-9 Health and Safety data</p> <p>In 2020, there were no employee or contractor fatalities as a result of work-related ill-health.</p> <p>There were 825 cases of recordable work-related ill-health for employees and 24 cases of recordable work-related ill-health for contractors.</p> <p>In 2020, we had lower reporting than usual for work-related illnesses with a high focus on COVID-19-related work. The highest reported examples of work-related ill-health included musculoskeletal disorders, hearing impairment and mental ill-health.</p> <p>The work-related hazards that pose a risk of ill-health include manual handling and awkward postures, workplace noise, psychological factors at work, infectious agents and chemicals. The Nestlé internal standards, including Employee Health Management Standard, ‘Incident analysis and reporting’ and Management of High Hazard Tasks and its corresponding guidelines, define the requirements pertaining to how these hazards are managed.</p> <p>Manual handling and awkward postures and workplace noise contributed significantly to the majority of the reported cases of ill-health in 2020. Psychological factors at work were identified as the third-most common hazard.</p> <p>No workers have been excluded from calculations on ill-health.</p>			
Training and education				
<p>103-1 Explanation of the material topic and its Boundary</p>	<p>Learning is part of our culture, ensuring our employees have the skills and knowledge not just to perform in their roles but also to grow and develop. We champion the idea of lifelong learning, with solutions designed to meet employees’ specific needs, from e-learning tools to face-to-face tutorials, workshop sessions, and activities and information employees can use to build successful careers.</p> <p>CSV and SR 2020 Appendix: Focusing on our material issues p8</p> <p>CSV and SR 2020 Appendix: Material issues across the value chain p9–10</p> <p>Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people</p>			



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-2 The management approach and its components	<p>Through our Training and Learning Strategy, we ensure that learning goes hand in hand with career development and our 70–20–10 approach (in which 70% of development is on the job, 20% is via feedback and 10% is through courses and reading). Our training is designed to enhance personal performance and to help achieve our business goals. Training programs are continuously changed and improved to meet business needs. They are delivered by internal and external providers, and online.</p> <p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people C: Opportunities for young people p40 C: Grievance mechanisms and remediation p38 Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/respecting-human-rights/grievance-mechanisms Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p>			
103-3 Evaluation of the management approach	<p>Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation p38 Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/respecting-human-rights/grievance-mechanisms</p>			
404-1 Average hours of training per year per employee 4 5 8	<p>The average hours of training per year per employee in 2020 were 14.3. Female employees received 15.6 hours while male employees received 13.3 hours of training on average.</p>	Employee category breakdown	The information is currently unavailable.	Nestlé has been going through a multi-year human resources transformation that impacts our training and learning platforms. Upon completion of the project at the end of 2022 we will have additional capabilities in place to differentiate and report on training.
404-2 Programs for upgrading employee skills and transition assistance programs 8	<p>C: Opportunities for young people p40 Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people The Nestlé People Development Review The Nestlé Management and Leadership Principles</p>	<p>Details for: The provision of training programs including sabbatical periods with guaranteed return to employment. Provision of programs to assist in managing career endings, including as a minimum: pre-retirement planning for intended retirees, retraining for those intending to continue working, severance pay and whether this takes into account employee age and years of service, job replacement services, assistance on transitioning to a non-working life.</p>	The information is currently unavailable.	We currently do not collect this information at Group level and do not have plans to collect it in the future.

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
404-3 Percentage of employees receiving regular performance and career development reviews 5 8	In 2020, 52% of the female employees registered in our Performance System received a regular performance and career development review. 48% of the male employees registered in our Performance System received a regular performance and career development review.	a. By employee category	The information is currently unavailable.	Our data collection system does not breakdown the employee category for this data, and therefore, the data is unavailable. We do not currently have plans to collect this data in the future.
Diversity and equal opportunity				
103-1 Explanation of the material topic and its Boundary	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9-10 C: Promoting decent employment and diversity p39 C: Opportunities for young people p40			
103-2 The management approach and its components	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9-10 laF: Supporting breastfeeding p21 C: Promoting decent employment and diversity p39 C: Opportunities for young people p40 Web: Diversity and Inclusion https://www.nestle.com/jobs/diversity-inclusion			
103-3 Evaluation of the management approach	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9-10 C: Promoting decent employment and diversity p39 C: Opportunities for young people p40 C: Grievance mechanisms and remediation p38 laF: Supporting breastfeeding p21 Web: Board of Directors https://www.nestle.com/aboutus/management/boardofdirectors Web: Supporting our people > Nestlé and I insights https://www.nestle.com/csv/what-is-csv/supporting-our-people			
405-1 Diversity of governance bodies and employees 5 8	C: Empowering women p41 Web: Board of Directors https://www.nestle.com/aboutus/management/boardofdirectors Web: Executive Board https://www.nestle.com/aboutus/management/executiveboard See GRI Appendix 405-1 Diversity Our Board of Directors is 36% female and 64% male.	a. Report the percentage of individuals within the organization's governance bodies in each of the following diversity categories: <ul style="list-style-type: none"> • Age group: under 30 years old, 30-50 years old, over 50 years old. • Minority groups. • Other indicators of diversity where relevant. b. Report the percentage of employees per employee category in each of the following diversity categories: <ul style="list-style-type: none"> • Minority group data. 	The information is currently unavailable. The information is subject to specific confidentiality constraints.	This information is not currently collected. Employees are not categorized by minority group due to differing privacy concerns in our markets.



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
405-2 Ratio of basic salary and remuneration of women to men 5 8 10	<p>Web: Supporting our people > Living wage https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Average comparative salary ratio:</p> <ul style="list-style-type: none"> • Male: 96% • Female: 93% <p>As a result of HR transformation at Nestlé, most of our employees (> 85%) are now on the Employee Central platform. We are working toward increasing coverage by next year. However, unlike previous years, we can now obtain data centrally rather than getting data from markets. By doing so we believe our reporting will become more robust and enable us to report the average rather than weighted average. With the new process we exclude the population for whom the comparative salary ratio does not apply (e.g. employees covered under collective bargaining agreements).</p> <p>All operations, with the exception of partnerships, are significant.</p>	Regional and employee category breakdowns	The information is currently unavailable.	Our data collection system does not currently provide a comparative salary ratio by region or by employee category at this time. We do not currently have plans to collect this information.
Non-discrimination				
103-1 Explanation of the material topic and its Boundary	<p>All our workplaces should be free from discrimination and harassment. Our Human Resources Policy and our <i>Code of Business Conduct</i> state that employees must not discriminate on the basis of origin, nationality, religion, race, gender, age or sexual orientation, or engage in any kind of verbal or physical harassment based on any of the above or any other reason.</p> <p>C: Assess and address human rights impacts p35 C: Promoting decent employment and diversity p39 C: Empowering women p41</p> <p>Web: Nestlé's <i>Corporate Business Principles</i> https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate_governance/corporate-business-principles-en.pdf</p> <p>Web: Nestlé <i>Code of Business Conduct</i> https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate_governance/code_of_business_conduct_en.pdf</p>			
103-2 The management approach and its components	<p>All our workplaces should be free from discrimination and harassment. Our Human Resources Policy and our <i>Code of Business Conduct</i> state that employees must not discriminate on the basis of origin, nationality, religion, race, gender, age or sexual orientation, or engage in any kind of verbal or physical harassment based on any of the above or any other reason.</p> <p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>C: Grievance mechanisms and remediation p38</p> <p>Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>C: Assess and address human rights impacts p35 C: Promoting decent employment and diversity p39 C: Empowering women p41</p> <p>Web: Nestlé <i>Corporate Business Principles</i> http://www.Nestlé.com/asset-library/documents/library/documents/corporate_governance/corporate-business-principles-en.pdf</p> <p>Web: Nestlé <i>Code of Business Conduct</i> https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate_governance/code_of_business_conduct_en.pdf</p>			
103-3 Evaluation of the management approach	<p>We review the effectiveness of our management approach for non-discrimination through our Nestlé and I survey as well as our <i>Tell us</i> system. If there are incidents of discrimination these are investigated and our HR teams review whether changes need to be made to our management approach in order to help support an inclusive and open work environment.</p> <p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>C: Grievance mechanisms and remediation p38</p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
406-1 Incidents of discrimination and corrective actions taken 5 8 16	<p>Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>C: Grievance mechanisms and remediation p38</p> <p>There were 197 complaints of discrimination or 12% of total complaints received through the <i>Nestlé Integrity Reporting System</i> in 2020. There were 14 incidents of discrimination reported through our <i>Tell us</i> system.</p> <p>Status of alleged incidents of discrimination in 2020: Number of alleged incidents of discrimination that were reported/reviewed: 95/95 Organization reviewed the incident: 24 Remediation plan implemented and results reviewed through internal management processes: 12 Incident no longer subject to action (i.e. resolved, case completed, no further by action by company, etc.): 51 Remediation plan being implemented: 8</p>			
Freedom of association and collective bargaining				
103-1 Explanation of the material topic and its Boundary	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8</p> <p>CSV and SR 2020 Appendix: Material issues across the value chain p9–10</p> <p>C: Assess and address human rights impacts p35</p> <p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Web: Supporting our people > Engaging with labor rights organizations https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>In our <i>Responsible Sourcing Standard</i>, we state our belief that Nestlé suppliers should allow freedom of association and collective bargaining, unless government policies or other norms prevent them from doing so.</p> <p><i>Nestlé Responsible Sourcing Standard</i> Labour Rights in Agricultural Supply Chains</p>			
103-2 The management approach and its components	<p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>C: Assess and address human rights impacts p35</p> <p>Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>CSV and SR 2020 Appendix: Salient human rights issues p21</p> <p>CSV and SR 2020 Appendix: UNGPRF Index of Answers p26–45</p> <p><i>Nestlé Responsible Sourcing Standard</i> The Nestlé Employee Relations Policy Labour Rights in Agricultural Supply Chains</p>			
103-3 Evaluation of the management approach	<p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>C: Assess and address human rights impacts p35</p> <p>Web: Supporting our people https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>CSV and SR 2020 Appendix: Salient human rights issues p21</p> <p>CSV and SR 2020 Appendix: UNGPRF Index of Answers p26–45</p> <p><i>Nestlé Responsible Sourcing Standard</i> Labour Rights in Agricultural Supply Chains</p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk</p> <p>8</p>	<p>10 countries were identified in which the right to exercise freedom of association and collective bargaining was violated or at significant risk. These 10 countries are based on an assessment of labor risks conducted in 2017 and published in the Labour Rights Roadmap.</p> <p>Web: Supporting our people > Acting and engaging with society and stakeholders > Engaging with labor rights organizations https://www.nestle.com/csv/what-is-csv/supporting-our-people</p> <p>CSV and SR 2020 Appendix: Salient human rights issues p21</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap Annex II p17-21</p>	<p>a. Report suppliers in which employee rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of:</p> <ul style="list-style-type: none"> • Type of operation (such as manufacturing plant) and supplier. • Countries or geographical areas with operations and suppliers considered at risk. 	<p>The information is currently unavailable.</p>	<p>Freedom of association and collective bargaining is one of the salient human rights issues we have identified and is associated with our agricultural supply chains. As part of our responsible sourcing program in our upstream supply chain, we assess and address risks of freedom of association and collective bargaining across the raw materials that we source. In 2020, 73% of the volume of priority raw materials were sourced responsibly.</p>
Child labor				
<p>103-1 Explanation of the material topic and its Boundary</p>	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8</p> <p>CSV and SR 2020 Appendix: Material issues across the value chain p9-10</p> <p>CSV and SR 2020 Appendix: Salient human rights issues p21</p> <p>C: <i>Nestlé Cocoa Plan</i> p33</p> <p>Web: Protecting workers and children https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods</p> <p>Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan</p> <p>Web: Sugar https://www.nestle.com/csv/raw-materials/sugar</p> <p>Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Tackling Child Labor 2019 Report p6-7</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>The Nestlé Commitment on Child Labour in Agricultural Supply Chains</p> <p>CSV and SR 2020 Appendix: UNGPRF Index of Answers p26-45</p>			
<p>103-2 The management approach and its components</p> <p>8 16</p>	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8</p> <p>CSV and SR 2020 Appendix: Material issues across the value chain p9-10</p> <p>CSV and SR 2020 Appendix: Salient human rights issues p21</p> <p>C: <i>Nestlé Cocoa Plan</i> p33</p> <p>Web: Protecting workers and children https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods</p> <p>Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan</p> <p>Web: Sugar https://www.nestle.com/csv/raw-materials/sugar</p> <p>Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Tackling Child Labor 2019 Report p6-7</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>The Nestlé Commitment on Child Labour in Agricultural Supply Chains</p> <p>CSV and SR 2020 Appendix: UNGPRF Index of Answers p26-45</p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>103-3 Evaluation of the management approach</p>	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 CSV and SR 2020 Appendix: Salient human rights issues p21 C: <i>Nestlé Cocoa Plan</i> p33 Web: Protecting workers and children https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: Sugar https://www.nestle.com/csv/raw-materials/sugar Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance <i>Tackling Child Labor 2019 Report</i> p6–7 <i>Labour Rights in Agricultural Supply Chains: A Roadmap</i> <i>The Nestlé Commitment on Child Labor in Agricultural Supply Chains</i> CSV and SR 2020 Appendix: UNGPRF Index of Answers p26–45</p>			
<p>408-1 Operations and suppliers at significant risk for incidents of child labor</p> <p>8 16</p>	<p>Zero Nestlé operations were identified as having significant risks for incidences of child labor. C: <i>Nestlé Cocoa Plan</i> p33 C: Assess and address human rights impacts p35 Web: Protecting workers and children https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: Sugar https://www.nestle.com/csv/raw-materials/sugar Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts <i>Responsible Sourcing Standard</i> <i>Tackling Child Labor 2019 Report</i> p6–7 <i>Labour Rights in Agricultural Supply Chains: A Roadmap</i> <i>The Nestlé Commitment on Child Labour in Agricultural Supply Chains</i> CSV and SR 2020 Appendix: UNGPRF Index of Answers p26–45 <i>Nestlé Modern Slavery and Human Trafficking Report 2019</i></p>	<p>a. Report operations and suppliers considered to have significant risk for incidents of:</p> <ul style="list-style-type: none"> • Child labor. • Young workers exposed to hazardous work. <p>b. Report operations and suppliers considered to have significant risk for incidents of child labor either in terms of:</p> <ul style="list-style-type: none"> • Type of operation (such as manufacturing plant) and supplier. • Countries or geographical areas with operations and suppliers considered at risk. 	<p>The information is currently unavailable.</p>	<p>Child labor is one of the salient human rights issues we have identified and is associated with our agricultural supply chains. As part of our responsible sourcing program in our upstream supply chain, we assess and address risks of child labor across the raw materials that we source. In 2020, 73% of the volume of priority raw materials were sourced responsibly.</p>
Forced or compulsory labor				
<p>103-1 Explanation of the material topic and its Boundary</p>	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 C: Assess and address human rights impacts p35 C: Protecting workers and children p36 CSV and SR 2020 Appendix: Salient human rights issues p21 Web: Protecting workers and children https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Sugar https://www.nestle.com/csv/raw-materials/sugar <i>Tackling Child Labor 2019 Report</i> <i>Labour Rights in Agricultural Supply Chains: A Roadmap</i> <i>Nestlé Modern Slavery and Human Trafficking Report 2019</i></p>			



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-2 The management approach and its components	<p>C: Assess and address human rights impacts p35 C: Protecting workers and children p36 CSV and SR 2020 Appendix: Salient human rights issues p21 Web: Protecting workers and children https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Sugar https://www.nestle.com/csv/raw-materials/sugar Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Tackling Child Labor 2019 Report Labour Rights in Agricultural Supply Chains: A Roadmap Nestlé Modern Slavery and Human Trafficking Report 2019 The Nestlé Human Resources Policy</p>			
103-3 Evaluation of the management approach	<p>C: Assess and address human rights impacts p35 C: Protecting workers and children p36 CSV and SR 2020 Appendix: Salient human rights issues p21 Web: Protecting workers and children https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Sugar https://www.nestle.com/csv/raw-materials/sugar Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Tackling Child Labor 2019 Report Labour Rights in Agricultural Supply Chains: A Roadmap Nestlé Modern Slavery and Human Trafficking Report 2019 CSV and SR 2020 Appendix: UNGPRF Index of Answers p26–45</p>			
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<p>13 suppliers and operations were identified as having significant risk for incidents of forced or compulsory labor in 2020. Web: Coffee https://www.nestle.com/csv/raw-materials/coffee Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts C: Responsible coffee sourcing p32 Labour Rights in Agricultural Supply Chains: A Roadmap Annex II p17–21</p>	<p>a. Report suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of:</p> <ul style="list-style-type: none"> • Type of operation (such as manufacturing plant) and supplier. • Countries or geographical areas with operations and suppliers considered at risk. 	<p>The information is currently unavailable.</p>	<p>Forced labor is one of the salient human rights issues we have identified and is associated with our agricultural supply chains. As part of our responsible sourcing program in our upstream supply chain, we assess and address risks of forced labor across the raw materials that we source. In 2020, 73% of the volume of priority raw materials were sourced responsibly.</p>
Human rights assessment				
103-1 Explanation of the material topic and its Boundary	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 C: Assess and address human rights impacts p35 C: Respecting and promoting human rights p34 CSV and SR 2020 Appendix: UNGPRF Index of Answers p26–45 Tackling Child Labor 2019 Report Labour Rights in Agricultural Supply Chains: A Roadmap Nestlé Modern Slavery and Human Trafficking Report 2019</p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-2 The management approach and its components	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 C: Assess and address human rights impacts p35 C: Respecting and promoting human rights p34 Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance CSV and SR 2020 Appendix: UNGPRF Index of Answers p26–45 Tackling Child Labor 2019 Report Labour Rights in Agricultural Supply Chains: A Roadmap Nestlé Modern Slavery and Human Trafficking Report 2019</p>			
103-3 Evaluation of the management approach	<p>C: Assess and address human rights impacts p35 C: Respecting and promoting human rights p34 Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance CSV and SR 2020 Appendix: UNGPRF Index of Answers p26–45 CSV and SR 2020 Appendix: Salient human rights issues p21 Labour Rights in Agricultural Supply Chains: A Roadmap</p>			
412-1 Operations that have been subject to human rights reviews or impact assessments	<p>C: Assess and address human rights impacts p35 C: Respecting and promoting human rights p34 C: Our culture of business ethics and integrity p37 Web: Assess and address human rights impacts https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Tackling Child Labor 2019 Report</p> <p>In 2018, we launched our new CARE Audit Protocol, which uses independent assessments to measure compliance with key principles. In 2020, we conducted 124 CARE audits and human rights screenings in our own operations which found 63 minor and 17 major human rights gaps.</p>	Percentage of operations that have been subject to human rights reviews or impact assessments. The breakdown of data by country.	The information is currently unavailable.	Our current data collection does not break this down by country or percentage. We do not currently have plans to report on this in the future.
412-2 Employee training on human rights policies or procedures	<p>Web: Assess and address human rights impacts https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts CSV and SR 2020 Appendix: UNGPRF Index of Answers p26–45</p> <p>In 2020, 58.59% of employees were trained on policies and procedures concerning aspects of human rights that are relevant to operations, spending 117 937 hours training.</p>			
412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<p>Nestlé’s approach is that 100% of suppliers must be signed up to our <i>Responsible Sourcing Standard</i>, which covers human rights, or undergo human rights screening.</p>	b. The definition used for ‘Significant investment agreements’.	Not applicable	Human rights violations have no place in our supply chain, which is why signing up to our <i>Responsible Sourcing Standard</i> or undergoing a human rights screening is a blanket requirement no matter the size of the contract or agreement with a supplier.

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Local communities				
103-1 Explanation of the material topic and its Boundary	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9-10 C: Enhancing rural development and livelihoods p28 Web: Responsibly sourcing our raw materials https://www.nestle.com/csv/responsible-sourcing-raw-materials			
103-2 The management approach and its components	C: Enhancing rural development and livelihoods p28 C: <i>Nestlé Cocoa Plan</i> p33 C: Grievance mechanisms and remediation p38 <i>Nespresso Positive Cup CSV report</i> p8-9 <i>Nestlé Responsible Sourcing Standard</i> Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Our raw materials https://www.nestle.com/csv/responsible-sourcing-raw-materials			
103-3 Evaluation of the management approach	C: Enhancing rural development and livelihoods p28 C: <i>Nestlé Cocoa Plan</i> p33 Communities: Grievance mechanisms and remediation p38 Web: Coffee https://www.nestle.com/csv/raw-materials/coffee <i>Nespresso Positive Cup CSV report</i> p8-9 <i>Nestlé Responsible Sourcing Standard</i> Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Our raw materials https://www.nestle.com/csv/responsible-sourcing-raw-materials			
413-1 Operations with local community engagement, impact assessments, and development programs	Due to the scale of our global supply chain, we track the volume sourced from audited and compliant suppliers. In 2020, 124 CARE audits were conducted covering compliance with human rights, labor, business integrity, health and safety, environmental sustainability and security. C: Assess and address human rights impacts p35 C: Our culture of business ethics and integrity p37 C: Grievance mechanisms and remediation p38 Web: Responsibly sourcing our raw materials https://www.nestle.com/csv/responsible-sourcing-raw-materials Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: Coffee https://www.nestle.com/csv/raw-materials/coffee <i>Nespresso Positive Cup CSV report</i> p8-9 Web: Dairy https://www.nestle.com/csv/raw-materials/dairy	a. Percentage of operations	The information is currently unavailable.	We currently do not collect this information at Group level as our work with communities is highly localized. We do not currently have plans to collect this data.
413-2 Operations with significant actual and potential negative impacts on local communities 1 2	P: Improving water efficiency p45 P: Water stewardship advocacy p46 C: Enhancing rural development and livelihoods p28 C: Delivering impact through <i>Farmer Connect</i> p29 <i>Nestlé Tackling Child Labor 2019 Report</i> Web: Responsibly sourcing our raw materials https://www.nestle.com/csv/responsible-sourcing-raw-materials Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts Web: <i>Nestlé 2019 Modern Slavery and Human Trafficking Report</i> <i>Labour Rights in Agricultural Supply Chains: A Roadmap</i>	Location of operations	The information is currently unavailable.	We disclose specific locations where we have identified significant actual and potential negative risk throughout our report and CSV website pages. However, we do not currently collect a consolidated number of all operations and their locations and do not currently have plans to do so in the future.



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Supplier social assessment				
103-1 Explanation of the material topic and its Boundary	<p>All Nestlé Tier 1 suppliers are required to adhere to the Nestlé <i>Responsible Sourcing Standard</i> (that includes environmental, societal, labor and human rights criteria), and are audited for compliance against the Code as part of an ongoing program. If any instances of noncompliance are found, corrective action plans are put in place to resolve the issues. Termination of a relationship with a supplier only occurs if they refuse to comply with the audit process, including not correcting noncompliances, and is only undertaken as a last resort.</p> <p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 C: Enhancing rural development and livelihoods p28 C: Delivering impact through <i>Farmer Connect</i> p29 C: Implement responsible sourcing p31 C: Responsible coffee sourcing p32 C: <i>Nestlé Cocoa Plan</i> p33 Web: Coffee https://www.nestle.com/csv/raw-materials/coffee Web: Dairy https://www.nestle.com/csv/raw-materials/dairy Web: Meat, poultry, eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Cereals and grains https://www.nestle.com/csv/raw-materials/cereals Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Pulp and paper https://www.nestle.com/csv/raw-materials/pulp-paper Web: Soya https://www.nestle.com/csv/raw-materials/soya Web: Sugar https://www.nestle.com/csv/raw-materials/sugar Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts Web: Vanilla https://www.nestle.com/csv/raw-materials/vanilla Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Spices https://www.nestle.com/csv/raw-materials/spices Web: Vegetables https://www.nestle.com/csv/raw-materials/vegetables Web: Coconut https://www.nestle.com/csv/raw-materials/coconut</p>			
103-2 The management approach and its components	<p>See above for programs and initiatives. Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation p38 <i>Nestlé Responsible Sourcing Standard</i></p>			
103-3 Evaluation of the management approach	<p>We assess the effectiveness of our supplier assessment management approach regularly. In 2020, we saw an increased number of concerns raised through our <i>Tell us</i> system. Our management approach has been focused on improving supplier awareness of the <i>Tell us</i> system and the increase shows that our continuous efforts to communicate the tool have been effective, combined with an evolved engagement and interaction with society. We will continue to monitor its effectiveness going forward.</p> <p>Web: Responsibly sourcing our raw materials https://www.nestle.com/csv/responsible-sourcing-raw-materials-and-all-ingredient-sub-pages Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p>			
414-1 New suppliers that were screened using social criteria	<p>The Nestlé <i>Responsible Sourcing Standard</i> describes the requirements and ways of working that we apply together with our suppliers to ensure the sustainable long-term supply of materials and services to Nestlé. It sets out basic non-negotiable standards as well as important and urgent sustainability practices that we ask our suppliers, their employees, agents and subcontractors to respect and to adhere to at all times when conducting business. It is an integral part of all of our purchase orders and supply contracts. We verify compliance with the Standard by our direct suppliers in scope of our Sustainable Sourcing Tier 1 program, through independent audits carried out by audit firms accredited by Nestlé. These audits follow the <i>SMETA Best Practice Guidance</i>. If noncompliance issues or gaps are found, a time-bound action plan is developed and implemented by the supplier. The implementation of this plan will be later verified by the auditor. In the event a supplier refuses to undergo an audit or to close gaps, we may terminate the business relationship.</p> <p>We do not screen any supplier on compliance with our <i>Responsible Sourcing Standard</i> prior to them becoming suppliers. They all accept to comply with our <i>Responsible Sourcing Standard</i> as a condition of becoming our supplier.</p> <p>Web: Responsibly sourcing our raw materials https://www.nestle.com/csv/responsible-sourcing-raw-materials</p>			



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>414-2 Negative social impacts in the supply chain and actions taken</p>	<p>In 2020, we undertook 124 CARE audits covering a range of possible negative social impacts such as labor, health and safety, and human rights. C: Enhancing rural development and livelihoods p28 C: Delivering impact through <i>Farmer Connect</i> p29 C: Implement responsible sourcing p31 C: Respecting and promoting human rights p34 C: Assess and address human rights impacts p35 Web: Responsibly sourcing our raw materials https://www.nestle.com/csv/responsible-sourcing-raw-materials Nestlé Tackling Child Labor 2019 Report CSV and SR 2020 Appendix: UNGPRF Index of Answers p26–45</p>	<p>a. Report the number of suppliers subject to assessments for impacts on society. b. Report the number of suppliers identified as having significant actual and potential negative impacts on society. c. Report the significant actual and potential negative impacts on society identified in the supply chain. d. Report the percentage of suppliers identified as having significant actual and potential negative impacts on society with which improvements were agreed upon as a result of assessment. e. Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment.</p>	<p>The information is currently unavailable.</p>	<p>The Nestlé <i>Responsible Sourcing Standard</i> describes the requirements and ways of working that we apply together with our suppliers to ensure the sustainable long-term supply of materials and services to Nestlé. It sets out basic non-negotiable standards, including social standards, as well as important and urgent sustainability practices that we ask our suppliers, their employees, agents and subcontractors to respect and to adhere to at all times when conducting business. It is an integral part of all of our purchase orders and supply contracts. We verify compliance with the Standard by our direct suppliers in scope of our Sustainable Sourcing Tier 1 program, through independent audits carried out by audit firms accredited by Nestlé. In addition to verifying compliance with our direct suppliers, we have identified <u>15 raw materials</u> that present higher risk of environmental and/or social issues. In 2019, 66% of our total spend and volume was sourced from audited and compliant direct suppliers. In 2020, the program was updated and is based on site compliance (instead of spend and volume). In 2020, 73% of the volume of priority raw materials were sourced responsibly.</p>

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Public policy				
103-1 Explanation of the material topic and its Boundary	P: Proactive engagement on climate change p51 Nestlé Policy on Transparent Interactions with Public Authorities Public policy positions found at https://www.nestle.com/ask-nestle			
103-2 The management approach and its components	Nestlé believes that transparent and constructive engagement is a vital part of policy decision-making process and, as such, communicates its advocacy priorities and objectives transparently. Nestlé also believes in open dialogue, supports multi-stakeholders actions and adopts responsible business practices. This approach applies across all of our material issues and our latest engagements can be found throughout our <i>Creating Shared Value and Sustainability Report 2020</i> . Web: Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement Web: Our culture of business ethics and integrity https://www.nestle.com/csv/impact/respecting-human-rights/ethical-conduct Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation p38 Policy on Transparent Interactions with Public Authorities			
103-3 Evaluation of the management approach	We conduct regular operational reviews to ensure we are achieving our company public policy and advocacy goals and adjust our approach accordingly. Web: Our culture of business ethics and integrity https://www.nestle.com/csv/impact/respecting-human-rights/ethical-conduct Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation p38 Policy on Transparent Interactions with Public Authorities			
415-1 Political contributions 16	Under Section 10 of the Nestlé <i>Code of Business Conduct</i> , political contributions are not allowed. The only exception is the parent company in its home country, Switzerland, where minor contributions are made to political parties' secretariats to support the economic conditions and democratic structure in Switzerland. In 2020, the total of such payments for the functioning of party secretariats (no payments for campaigns) was CHF 210 000.	The political parties the payments were made to.	The information is currently unavailable.	Nestlé does not indicate recipient parties individually.
Customer health and safety				
103-1 Explanation of the material topic and its Boundary	At Nestlé, we act to strengthen the global food chain and drive toward one world, one safe food supply. Through our engagement with the Global Food Safety Initiative (GFSI), we collaborate with leading food safety experts from the food industry, governments and academia to benchmark and harmonize food safety practices globally. Where applicable, more than 85% of our suppliers have achieved certification to a GFSI-recognized food safety program. We support capability building for suppliers with less sophisticated food safety systems through our endorsement of GFSI's Global Markets Program, which provides a step-by-step process to develop and improve food safety systems with the aim to eventually attain a GFSI-recognized certification. laF: Building, applying and sharing nutrition knowledge p24 CSV and SR 2020 Appendix: Material issues across the value chain p9-10 Web: Quality and safety https://www.nestle.com/aboutus/quality-and-safety Web: Nestlé Policy on Sugars https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/about_us/nestle-policy-sugars.pdf Web: Nestlé Policy on Sodium (Salt) https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/about_us/nestle-policy-salt.pdf Web: Nestlé Policy on Saturated Fat https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/about_us/nestle-policy-saturated-fat.pdf Web: Nestlé Policy on Micronutrient Fortification of Foods & Beverages https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate_social_responsibility/nestle-policy-micronutrient-fortification-foods-beverages.pdf			
103-2 The management approach and its components	laF: Offering tastier and healthier choices p10 laF: Launching more nutritious products p11 laF: Promoting healthy behaviors in children p20 Web: Quality and safety https://www.nestle.com/aboutus/quality-and-safety			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-3 Evaluation of the management approach	<p>Web: Quality and safety https://www.nestle.com/aboutus/quality-and-safety</p> <p>Web: How we ensure food safety https://www.nestle.com/aboutus/quality-and-safety/how-we-ensure-food-safety</p> <p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>C: Grievance mechanisms and remediation p38</p> <p>Our worldwide consumer services organizations ensure that we can immediately respond to any consumer inquiry, question or concern. The labels of all Nestlé products invite our consumers to talk to Nestlé, and provide our address or telephone number.</p> <p>In addition to our overall product safety and quality management system, Nestlé’s early warning team analyzes potential emerging food safety risks. In 2020, two new food safety related IRT topics were opened. 35 food safety-related Early Warning topics were opened in 2020 with 27 closed by Early Warning.</p>			
416-1 Assessment of the health and safety impacts of product and service categories	<p>At Nestlé, our commitment is to never compromise on the safety, compliance and quality of our products and services. This requires everybody to be engaged, to understand their responsibility and to be empowered to take action in order to protect individuals and families, our customers and our brands. At Nestlé, we are dedicated to achieving high-quality food safety standards for our products and services and we implement our Quality Policy through the application of our Quality and Food Safety Management Systems. These management systems, complemented by internal policies and standards, are audited internally and are verified by independent certification bodies to prove conformity to internal standards, ISO norms (ISO 9001), FSSC 22000 (GFSI-recognized food safety scheme), laws and regulatory requirements.</p> <p>Web: Quality and safety https://www.Nestlé.com/aboutus/quality-and-safety</p> <p>Web: How we ensure food safety https://www.nestle.com/aboutus/quality-and-safety/how-we-ensure-food-safety</p>			
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services 16	<p>Web: Quality and safety https://www.Nestlé.com/aboutus/quality-and-safety</p> <p>There were 13 instances of significant product recalls or incidents of noncompliance in 2020.</p> <p>There are no event or penalties to report as significant fines for noncompliance with laws and regulations concerning the provision and use of products and services in 2020.</p>	<ul style="list-style-type: none"> • Incidents of noncompliance with regulations resulting in a warning • Incidents of noncompliance with voluntary codes. 	The information is currently unavailable.	We do not currently collect this information at Group level and have no plans to do so in the future.
FP5: Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards 2	92% of Nestlé sites are certified against the Nestlé Quality Management System and/or ISO 9001. 97% of Nestlé manufacturing and R&D sites are certified against FSSC 22000/ISO 22000 food management standards.	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	The information is currently unavailable.	We do not currently collect this information at Group level and have no plans to do so in the future.
FP6: Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars 2	<p>laF: Reducing sugars, sodium and fat p12</p> <p>CSV and SR 2020 Appendix: Our key performance indicators p5–6</p> <p>Around 4.4% of our total sales volume of consumer products have been reduced in saturated fats, sodium and added sugars in 2020.</p>	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars.	The information is currently unavailable.	We do not currently collect this information by product category at Group level and have no plans to do so in the future.

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>FP7: Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives</p> <p>2</p>	<p>laF: Micronutrient fortification p15 laF: Adding vegetables, fibers and whole grains p13 CSV and SR 2020 Appendix: Our key performance indicators p5–6 Around 11.1% of our total sales volume of consumer products has been renovated/reformulated by the end of FY 2020 for health and nutrition. This included either a decrease in fat, sugars, sodium or an increase in nutritious ingredients (proteins, fiber, calcium).</p>	<p>Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients.</p>	<p>The information is currently unavailable.</p>	<p>We do not currently collect this information by product category at Group level and have no plans to do so in the future.</p>
Marketing and labeling				
<p>103-1 Explanation of the material topic and its Boundary</p>	<p>CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 Web: Supporting breastfeeding https://www.nestle.com/csv/impact/healthier-lives/baby-milk laF: Providing nutritional information p17 laF: Marketing healthy choices p19</p>			
<p>103-2 The management approach and its components</p>	<p>laF: Providing nutritional information p17 laF: Marketing healthy choices p19 C: Grievance mechanisms and remediation p38 Nestlé Consumer Communication Principles Nestlé Policy on Marketing Communications to Children Web: Supporting breastfeeding https://www.nestle.com/csv/impact/healthier-lives/baby-milk Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p>			
<p>103-3 Evaluation of the management approach</p>	<p>Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Supporting breastfeeding https://www.nestle.com/csv/impact/healthier-lives/baby-milk laF: Providing nutritional information p17 laF: Marketing healthy choices p19 C: Grievance mechanisms and remediation p38</p>			
<p>417-1 Requirements for product and service information and labeling</p> <p>12</p>	<p>Our Quality Policy and Quality Management System requires and ensures that we meet all product labeling legal requirements in every market that we operate in. 100% of our product categories are covered and assessed for compliance with national product labeling requirements through our Quality Management System. In addition to meeting our legal requirements, we are actively working to engage consumers on the sustainability impacts of our products through quick response (QR) codes that consumers can scan and learn more about online.</p> <p>For our technology-driven transparency projects, we work by commodities, not by product line, focusing on upstream supply chains.</p> <p>In 2020, we launched products (including <i>Zoegas</i> coffee and <i>Gerber</i> infant nutrition products) with IBM Food Trust, a blockchain platform, but we have not yet launched any products utilizing our more advanced platform with OpenSC. This second platform, working alongside IBM Food Trust, aims to record new ESG-related information and make it available to consumers. At present, we are working with OpenSC on palm oil and coffee, and will be starting up cocoa in 2021.</p> <p>For those projects, the recorded information (such as ingredient origin and sustainability-related data) will be accessible to consumers by scanning a QR code leading to a web app. On-pack product disposal instruction is not part of the scope of what we are currently working on with IBM or OpenSC.</p> <p>Web: Quality and safety https://www.nestle.com/aboutus/quality-and-safety laF: Inspiring people to lead healthier lives p16 laF: Providing nutritional information p17 C: Implement responsible sourcing p31 P: Safeguarding the environment p52 P: Reducing food loss and waste p54 P: Promoting sustainable consumption p55</p>			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
417-2 Incidents of non-compliance concerning product and service information and labeling 16	There were no events or penalties to report as significant fines or non-monetary sanctions for noncompliance with laws and regulations in 2020. The threshold for a significant fine is CHF 10 million. There were 13 instances of significant product recalls or incidents of noncompliance in 2020. Two of the recalls were due to product being labeled incorrectly with the wrong language.	Breakdown by information and labeling. 'Instances of noncompliance' relating to regulations and voluntary codes concerning product and service information and labeling. ii. Incidents of noncompliance with regulations resulting in a warning. iii. Incidents of noncompliance with voluntary codes.	The information is currently unavailable.	We do not currently collect this information at Group level and have no plans to do so in the future.
417-3 Incidents of non-compliance concerning marketing communications 16	Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms laF: Supporting breastfeeding p21 Web: Supporting breastfeeding https://www.nestle.com/csv/impact/healthier-lives/baby-milk <u>The Nestlé Policy and Procedures for the Implementation of the WHO International Code of Marketing of Breast Milk Substitutes</u> There were 13 significant product recalls or incidents of noncompliance in 2020, but none of these were related to a marketing/advertising campaign, promotions or sponsorships.	a. Report the total number of incidents of noncompliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by: • Incidents of noncompliance with regulations resulting in a fine or penalty. • Incidents of noncompliance with regulations resulting in a warning. • Incidents of noncompliance with voluntary codes.	The information is currently unavailable.	We do not currently collect this information at Group level and have no plans to do so in the future.
Customer privacy				
103-1 Explanation of the material topic and its Boundary	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9-10 Web: Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business CSV and SR 2020 Appendix: Salient human rights issues p21			
103-2 The management approach and its components	Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms Web: Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Our privacy notice and you https://www.nestle.com/aboutus/businessprinciples/privacy CSV and SR 2020 Appendix: Salient human rights issues p21			
103-3 Evaluation of the management approach	Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms Web: Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance CSV and SR 2020 Appendix: Salient human rights issues p21			
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data 16	Web: Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business In 2020, there were: • Six substantiated complaints received from outside parties concerning breaches of customer privacy. • Zero substantiated complaints received from regulatory bodies concerning breaches of customer privacy. In 2020, there were two instances of identified leaks, thefts or losses of customer data.			

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Socioeconomic compliance				
103-1 Explanation of the material topic and its Boundary	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 laF: Inspiring people to lead healthier lives p16 C: Grievance mechanisms and remediation p38 Web: Ethical business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business Web: Quality and safety https://www.Nestlé.com/aboutus/quality-and-safety			
103-2 The management approach and its components	CSV and SR 2020 Appendix: Focusing on our material issues p8 CSV and SR 2020 Appendix: Material issues across the value chain p9–10 laF: Inspiring people to lead healthier lives p16 C: Assess and address human rights impacts p35 C: Grievance mechanisms and remediation p38 Web: Ethical business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business The Nestlé Corporate Business Principles Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance			
103-3 Evaluation of the management approach	C: Assess and address human rights impacts p35 C: Grievance mechanisms and remediation p38 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance			
419-1 Non-compliance with laws and regulations in the social and economic area 16	CFS: 11.2: Provisions and contingencies: Contingencies p118–119 There were no events or penalties to report as significant fines or non-monetary sanctions for noncompliance with laws and regulations in 2020. Threshold for a significant fine is CHF 10 million.	There is no breakdown for monetary value of significant fines for noncompliance with laws and regulations in the social and economic area.	The information is currently unavailable.	We do not currently collect this information at Group level and have no plans to do so in the future.
Animal welfare				
FP9: Percentage and total of animals raised and/or processed, by species and breed type 15	Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. Animal welfare is very important within our supply chain and applies to two priority sourcing categories: meat, poultry and eggs; and dairy. Our Policy on Animal Welfare, which is part of the Nestlé <i>Responsible Sourcing Standard</i> , makes our stance clear for suppliers on our commitment to improve farm animal welfare across our global supply chain. Nestlé Responsible Sourcing Standard Nestlé Commitment on Farm Animal Welfare Web: Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Dairy https://www.nestle.com/csv/raw-materials/dairy C: Implement responsible sourcing p31	Indicator omitted	The Standard Disclosure or part of the Standard Disclosure is not applicable.	Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. We do not buy animals reared by contract farmers or procured on the open market, or whole live animals. Nestlé is committed to improving traceability in our supply chains. Meat, poultry and eggs; dairy; and fish and seafood are three of our 15 priority categories for our commitment to implementing responsible sourcing.



Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>FP10: Policies and practices, by species and breed type, related to physical alternations and the use of anaesthetic</p>	<p>Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. Animal welfare is very important within our supply chain and applies to two priority sourcing categories: meat, poultry and eggs; and dairy. Our Policy on Animal Welfare, which is part of the Nestlé <i>Responsible Sourcing Standard</i>, makes our stance clear for suppliers on our commitment to improve farm animal welfare across our global supply chain.</p> <p><u>Nestlé Responsible Sourcing Standard</u> <u>Nestlé Commitment on Farm Animal Welfare</u> Web: Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Dairy https://www.nestle.com/csv/raw-materials/dairy C: Implement responsible sourcing p31</p>	<p>Indicator omitted</p>	<p>The Standard Disclosure or part of the Standard Disclosure is not applicable.</p>	<p>Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. We do not buy animals reared by contract farmers or procured on the open market, or whole live animals. Nestlé is committed to improving the anaesthetic and physical alteration practices in our supply chain as outlined in our Animal Welfare Policy and disclosed in our website pages on meat, poultry and eggs in our supply chain.</p>
<p>FP11: Percentage and total of animals raised and/or processed, by species and breed type, per housing type</p>	<p>Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. Animal welfare is very important within our supply chain and applies to three priority sourcing categories: meat, poultry and eggs; dairy; and fish and seafood. Our Policy on Animal Welfare, which is part of the Nestlé <i>Responsible Sourcing Standard</i>, makes our stance clear for suppliers on our commitment to improve farm animal welfare across our global supply chain.</p> <p><u>Nestlé Commitment on Farm Animal Welfare</u> Web: Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Dairy https://www.nestle.com/csv/raw-materials/dairy C: Implement responsible sourcing p31</p>	<p>Indicator omitted</p>	<p>The Standard Disclosure or part of the Standard Disclosure is not applicable.</p>	<p>Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. We do not buy animals reared by contract farmers or procured on the open market, or whole live animals. Nestlé is committed to improving traceability in our supply chains. Meat, poultry and eggs; dairy; and fish and seafood are three of our 15 priority categories for our commitment to implementing responsible sourcing.</p>

Disclosure	Page number(s) and/or URL(s)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>FP12: Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type</p> <p>2</p>	<p>Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. Animal welfare is very important within our supply chain and applies to three priority sourcing categories: meat, poultry and eggs; dairy; and fish and seafood. Our Policy on Animal Welfare, which is part of our <i>Responsible Sourcing Standard</i>, makes our stance clear for suppliers on our commitment to improve farm animal welfare across our global supply chain including the responsible use of antibiotics, on which we follow the Organization for Animal Health's guidance.</p> <p>Nestlé Commitment on Farm Animal Welfare Nestlé Responsible Sourcing Standard</p> <p>We do not support the use of veterinary medicines with performance-enhancing effects in farm animals for the purposes of growth promotion. We believe that any use of such medicines for purely therapeutic purposes should only be carried out under veterinarian advice.</p> <p>Regulations and opinions on the use of performance-enhancing medication vary significantly around the world. We will not advocate for the approval of performance enhancers in countries where they are not currently permitted for use.</p> <p>We are working with farmers and suppliers to promote good agricultural practices that increase yields and safeguard standards without the use of growth promoters.</p> <p>Antimicrobial resistance The appropriate use of antimicrobials is essential for protecting human and animal health, and for ensuring correct standards of animal welfare. We share concerns over the emergence of antimicrobial resistance.</p> <p>As such, we oppose the use of antimicrobials for growth promotion in animals. We also oppose the use of antimicrobials categorized by the World Health Organization as 'critically important' or 'highly important' for human use, and which are not approved for veterinary use.</p> <p>To help address antimicrobial resistance, we endorse international efforts, including the tripartite (FAO-OIE-WHO) approach to promote the responsible use of antimicrobial agents, aimed at minimizing the development of antimicrobial resistance.</p> <p>Alongside this, we continue to work with our suppliers to support practices and innovations that reduce the need to use antimicrobials in our supply chain, while maintaining correct levels of animal welfare.</p>	<p>Indicator omitted</p>	<p>The Standard Disclosure or part of the Standard Disclosure is not applicable.</p>	<p>Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. We do not buy animals reared by contract farmers or procured on the open market, or whole live animals. However, our Nestlé Farm Animal Welfare Policy outlines our stance and policy on the use of antibiotics in our meat supply chain.</p>
<p>FP13: Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals</p>	<p>Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. Animal welfare is very important within our supply chain and applies to three priority sourcing categories: meat, poultry and eggs; dairy; and fish and seafood. Our Policy on Animal Welfare, which is part of our <i>Responsible Sourcing Standard</i>, makes our stance clear for suppliers on our commitment to improve farm animal welfare across our global supply chain.</p> <p>Nestlé Commitment on Farm Animal Welfare Web: Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Dairy https://www.nestle.com/csv/raw-materials/dairy Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood C: Implement responsible sourcing p31</p>	<p>Indicator omitted</p>	<p>The Standard Disclosure or part of the Standard Disclosure is not applicable.</p>	<p>Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. We do not buy animals reared by contract farmers or procured on the open market, or whole live animals. Nestlé is committed to improving traceability in our supply chains. Meat, poultry and eggs; dairy; and fish and seafood are three of our 15 priority categories for our commitment to implementing responsible sourcing.</p>

Appendix

All data is for 2020 and represents all employees in the human resources system unless otherwise stated.

102-8 Employees

Employment contract type by gender, total number of employees

	Women	Men
Permanent	93 401	158 224
Temporary	7 748	8 964

Employment contract type by region, total number of employees

	AMS	AOA	EMENA
Permanent	91 676	72 908	87 054
Temporary	5 920	3 073	7 719

Employment type by gender, total number of employees

	Women	Men
Full-time	95 452	164 640
Part-time	4 584	1 455

FP3: Labor management data

Percentage of employees covered by collective bargaining agreements

2017	2018	2019	2020
52%	53.7%	57%	49.4%

Number of labor disputes

2017	2018	2019	2020
64	69	68	20

Working time lost due to industrial disputes, strikes and/or lock-outs

2017	2018	2019	2020
0.0219%	0.02%	0.023%	0.0089%

303-3 Water withdrawal

(Megaliters)

	2020
Total water withdrawal from all areas with water stress (water supplied by a third party if applicable)	10 022
Total freshwater withdrawal from all areas with water stress (surface water)	1 157
Total freshwater withdrawal from all areas with water stress (groundwater)	16 871
Total other (non-freshwater) water withdrawal from all areas with water stress (surface water)	0
Total other (non-freshwater) withdrawal from all areas with water stress (groundwater)	0
Total freshwater withdrawal from all areas with water stress (third-party water)	10 022
Total other (non-freshwater) water withdrawal from all areas with water stress (third-party water)	0

* Nestlé does not report on the breakdown of its water withdrawal by seawater and produced water as that is non-applicable to our business

303-4 Water discharge

(Megaliters)

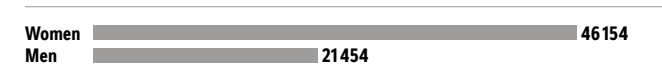
	2020
Total freshwater discharge to all areas	59 218
Total other (non-freshwater) water discharge to all areas	0
Total freshwater discharge to all areas with water stress	12 031
Total other (non-freshwater) water discharge to all areas with water stress	0

401-3 Parental leave

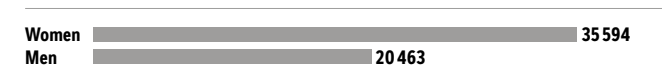
Number of employees entitled to parental leave, by gender



Number of employees who took parental leave, by gender*



Number of employees who returned to work after parental leave ended



Number of employees who returned to work after parental leave ended who were still employed 12 months after their return to work



Return-to-work and retention rates of employees who took parental leave, by gender

	Women	Men
Return-to-work	77.12%	95.38%
Retention	91.21%	93.91%

405-1 Diversity data

Total workforce by region and gender, number of employees (percentage of employees)*

Overall	
Women	101 149 (38%)
Men	167 188 (62%)
AMS	
Women	33 752 (35%)
Men	63 838 (65%)
AOA	
Women	27 373 (36%)
Men	48 607 (64%)
EMENA	
Women	40 024 (42%)
Men	54 743 (58%)

* Representing all employees in the human resources (HR) system. 0.01% of employees with no gender assigned in the HR system.

Total workforce by age group*

	2020
0-19	1%
20-29	20%
30-39	35%
40-49	26%
50-59	15%
60-69	3%

* Covers Nestlé employees registered in the HR system (approximately 98% of all employees)

Part-time employees by age group (percentage of the total number)*

	2020
0-19	2%
20-29	23%
30-39	24%
40-49	24%
50-59	19%
60-69	8%

Temporary employees by age group (percentage of the total number)*

	2020
0-19	7%
20-29	58%
30-39	20%
40-49	9%
50-59	4%
60-69	2%

* Covers Nestlé employees registered in the HR system (approximately 98% of all employees)

Total number of managers by age group and gender, number and percentage of employees*

	Women	Men
0-19	0%	1 (100%)
20-29	664 (57%)	499 (43%)
30-39	6 013 (52%)	5 661 (48%)
40-49	5 267 (42%)	7 213 (58%)
50-59	2 009 (30%)	4 610 (70%)
60-69	251 (27%)	671 (73%)

Senior leadership positions by gender*

Women	29.6%
Men	70.4%

* Covers Nestlé employees registered in the HR system (approximately 98% of all employees)

Leadership positions by gender*

Women	43.2%
Men	56.8%

* Covers Nestlé employees registered in the HR system (approximately 98% of all employees)

401-1 New employee hires and employee turnover

Total number and rate (percentage) of new employee hires by age group and gender*

	Women	Men
<30	12 754 (53%)	16 627 (54%)
30-50	9 324 (15%)	11 786 (11%)
50+	1 459 (9%)	1 610 (5%)

Total number and rate (percentage) of new hires by region*

	2020
AMS	24 463 (25%)
AOA	10 124 (13%)
EMENA	19 012 (20%)

Total number and rate (percentage) of employee turnover by age group and gender*

	Women	Men
0-19	960 (109%)	648 (92%)
20-29	8 777 (37%)	11 247 (38%)
30-39	6 241 (18%)	8 503 (14%)
40-49	3 904 (15%)	4 402 (10%)
50-59	1 991 (15%)	2 900 (10%)
60-69	950 (33%)	1 842 (32%)

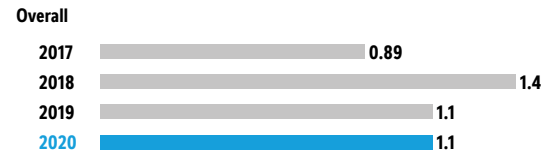
Employee turnover, total number (and rate in percentage) by region*

	2020
AMS	23 030 (24%)
AOA	11 539 (15%)
EMENA	17 802 (19%)

* Covers Nestlé employees registered in the human resources system (approximately 98% of all employees)

403-9 and 403-10 Health and safety data

Total recordable illnesses rate for employees, on-site contractors and on-site members of public (per million hours worked)

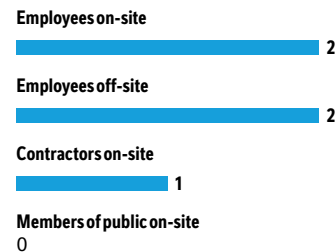


Recordable injury rate (per million hours worked)

Data has been restated to align with the new Nestlé zone structure



Externally reported fatalities by victim status



The total number of hours worked by employees and contractors is 752 221 355.