



# TOGETHER at the TABLE

KraftHeinz | 2023 ESG Report



# FORWARD-LOOKING STATEMENTS

This Report contains forward-looking statements as defined under U.S. federal securities laws, including, but not limited to, statements, estimates, and projections relating to our business and long-term strategy; our ESG strategy; our ambitions, goals, targets, and commitments; the sourcing of raw materials; our activities, efforts, initiatives, and programs, and our investments in the same; and projected or expected timing, results, achievement, and impacts. Forward-looking statements generally can be identified by words such as “aim,” “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “may,” “plan,” “project,” “should,” “strive,” “target,” “will,” and variations of such words and similar future or conditional expressions. These statements are based on management’s beliefs, expectations, estimates, and projections at the time they are made and are not guarantees of future performance. Such statements are subject to a number of risks and uncertainties, many of which are difficult to predict and beyond our control, which could cause actual results to differ materially from those indicated in the forward-looking statements. Those factors include, but are not limited to, decreased agricultural productivity; increased consumer demand for food products or changes in consumer preferences; economic and political conditions in the United States and other places where we do business or source raw materials (including inflationary pressures); climate change, legal or regulatory responses thereto, and our compliance with such laws; our dependence on technology and the reliability of such technology, including the pace of changes in technology and potential damage to or interruptions in technology; costs of resources and raw materials; adverse weather conditions and natural disasters; our ability to successfully execute our strategic initiatives; our ability to realize the anticipated benefits of alliances, joint ventures, investments, or partnerships; our compliance with laws and regulations and related legal claims or regulatory enforcement actions; labor strikes; changes in our management team or other key personnel and our ability to attract, hire, and retain qualified personnel; and our future financial and operating performance within and relative to our industry, as well as the other risks found in this report and the risk factors set forth in Kraft Heinz’s filings with the U.S. Securities and Exchange Commission, including our most recently filed Annual Report on Form 10-K and subsequent reports on Forms 10-Q and 8-K. We disclaim and do not undertake any obligation to update, revise, or withdraw any forward-looking statement in this report, except as required by applicable law or regulation, and make no representation, express or implied, that the information is still accurate or complete.





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# ABOUT THIS REPORT

This 2023 Environmental Social Governance Report (“Report”) is the fifth Environmental Social Governance (ESG) report issued by The Kraft Heinz Company (“Kraft Heinz” or the “Company”). This Report reflects our commitment to transparency and provides details on our ESG progress in the calendar year ending December 31, 2022. Topics included in this report are based on our most significant ESG issues which are reviewed and updated based on our ESG Materiality Assessment.

This Report does not include details on our financial performance. Details on our financial performance can be found in our public filings with the U.S. Securities and Exchange Commission (“SEC”) and on our [investor relations website](https://ir.kraftheinzcompany.com) at [ir.kraftheinzcompany.com](https://ir.kraftheinzcompany.com). Materiality as used in this report, sometimes referenced as “ESG materiality,” and our ESG materiality review process are intended to reflect priority ESG issues and do not have the same meaning as materiality under U.S. securities laws, in our filings with the SEC, or under similar laws in other jurisdictions. Issues deemed material for purposes of this Report and for purposes of determining our ESG strategies may not be considered material for other purposes, including our SEC or other reporting.

Unless otherwise noted, Kraft Heinz generally utilizes an operational control approach, and this Report covers initiatives and performance metrics associated with our global operations. Kraft Heinz anticipates issuing an ESG Report annually.

We have utilized the [United Nations Sustainable Development Goals](#) (SDGs) as a guiding framework in the development of our ESG initiatives. This Report also serves as our Communication on Progress as a signatory to the [United Nations Global Compact](#) and [CEO Water Mandate](#).

Kraft Heinz supports the SDGs, which represent a universal call to action to end poverty, protect the planet, and ensure prosperity for all. As such, we considered the SDGs when developing Kraft Heinz’s global ESG strategy and goals. The global ESG strategy of Kraft Heinz supports all 17 SDGs in varying degrees.

This Report was prepared utilizing the Global Reporting Initiative (GRI) Sustainability Standard. We have also aligned this Report to the general principles of the Sustainability Accounting Standards Board (SASB) for food and beverage companies, as well as the Task Force on Climate-related Financial Disclosure (TCFD). Separate downloads of our ‘GRI,’ ‘SASB,’ and ‘TCFD’ disclosures are available on our [website](https://www.KraftHeinzCompany.com/ESG) at [www.KraftHeinzCompany.com/ESG](https://www.KraftHeinzCompany.com/ESG).

Kraft Heinz engaged with Bureau Veritas and SGS United Kingdom Ltd. to provide limited assurance in relation to specific 2022 environmental data. Details on our assurance activities are available in the appendix of this Report and on our [website](https://www.KraftHeinzCompany.com/ESG) at [www.KraftHeinzCompany.com/ESG](https://www.KraftHeinzCompany.com/ESG).

We welcome feedback on our ESG strategy and goals. To share questions or comments, please contact [ESG@kraftheinz.com](mailto:ESG@kraftheinz.com).



# A LETTER FROM THE CEO

## What a delicious difference a year makes!

In our 2022 ESG Report, we showed how we collaborate with our stakeholders to help feed the world through the products our employees bring to consumers — all coming **Together at the Table**.

This year, we're setting our table for the future and taking these fruitful partnerships to the next level. Environmental Social Governance (ESG) practices are integrated into our long-term business strategy, from sustainably sourcing our ingredients to ensuring we're prioritizing a more diverse and inclusive workforce and supplier base.

We're proud to share the meaningful progress we made in 2022, as we continue centering our ESG goals around three pillars: **Healthy Living & Community Support**, **Environmental Stewardship**, and **Responsible Sourcing**. Our Company Value, *We dare to do better every day*, focuses us on priorities and issues where we can make the greatest impact.

The only way we'll achieve real long-term progress is by teaming up with Kraft Heinz colleagues and a broad, diverse range of stakeholders. At the heart of **Together at the Table** are two of my favorite words: **culture** and **collaboration**.

We have built a culture of creativity and innovation at Kraft Heinz. Not only do we bring this to life by delivering quality products with delicious new flavors and tastes, but in our approach to tackling complex, challenging ESG goals.

To reduce our environmental footprint, we're leading with our products. We partnered with Pulpex to develop a paper-based, renewable and recyclable *Heinz* tomato ketchup bottle made from 100 percent sustainably sourced wood pulp — the first sauce brand to test its potential. We removed the legendary plastic "shaker" bag from our *Shake 'N Bake* portfolio, eliminating approximately 900,000 pounds of plastic waste annually. And we teamed up with our UK retail customer Tesco to turn soft plastics returned by shoppers into recyclable *Heinz* Beanz Snap Pots, saving approximately 22 tons of plastic from landfills.

Responding to changing consumer tastes and wants, we reduced sugar in *Capri Sun* beverages an average of 40% while keeping the iconic, delicious taste kids love. Through our game-changing U.S. joint venture with tech startup NotCo, we're teaming our iconic brand portfolio and scale with NotCo's AI-driven innovation — to offer co-branded plant-based *Kraft NotCheese*.

For us, everything starts at the source — either in the ground or from supplier partners. We're making real progress on our goal to purchase 100 percent sustainably sourced tomatoes for our *Heinz* tomato ketchup by 2025. To source 100 percent of eggs we use globally from cage-free or better hens by 2025.

I won't sugar coat the pill: doing work this important is hard. We've brought together some of the most creative and innovative minds from across Kraft Heinz and outside to help solve these challenges. And because our Value *We do the right thing* is part of our people's DNA, we do it with honesty and integrity.

We are working hard each day to make life delicious. So pull up a chair, grab a plate — and join us on our continuing journey to help create a more sustainable world. We owe the future nothing less.



Miguel Patricio  
Chief Executive Officer and Chair of the Board of Directors  
The Kraft Heinz Company





# A GLOBAL FOODS POWERHOUSE



One of the largest food and beverage companies in the world



**40+** countries with Kraft Heinz employees (2022)



**\$26B** in net sales (2022)



Unparalleled portfolio of iconic and new brands in retail and foodservice channels



**~334M** meals donated to combat food insecurity globally with partners (2022)

Formed in 2015 through the merger of Kraft Foods Group, Inc. and H.J. Heinz Holding Corporation, The Kraft Heinz Company is a globally trusted producer of high quality, great tasting, and nutritious food and beverages. Kraft Heinz is co-headquartered in Chicago and Pittsburgh. At the end of the 2022 fiscal year, Kraft Heinz operated 78 manufacturing and processing facilities, engaged approximately 5,550 ingredient and packaging suppliers, partnered with approximately 210 external manufacturers, and had approximately 37,000 employees around the world.





# OUR PURPOSE, VISION, & VALUES

LET'S MAKE LIFE  
**Delicious**  
Kraft Heinz



To sustainably grow by delighting more consumers globally.

### OUR PURPOSE

Our Purpose is our call to action, our reason to exist — reminding each of us why the work we do each day matters.

### OUR VISION

Our Vision is an internal declaration of what we aspire to do. It points the way to where we want to go as a Company, and what we plan to achieve in the years ahead.

**We are consumer obsessed.**

**We dare to do better every day.**

**We champion great people.**

**We demand diversity.**

**We do the right thing.**

**We own it.**

### OUR VALUES

Our Values represent our beliefs and define our shared culture. They reflect what we stand for and who we want to be. We walk in our Purpose by living our Values.

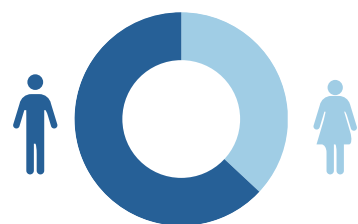
# ~37,000\* EMPLOYEES WORLDWIDE

Our Vision and Values invite every employee to play an active role in our Company’s journey. We embrace diversity, equity, inclusion, and belonging, and we strive to be the best in everything we do, including corporate citizenship. We strive to make positive impacts in our communities and the environment, improving our collective world and being transparent about our challenges and progress.



### Global Employees by Type

Full Time .....	99%
Part Time .....	1%



### Global Employees by Gender

Women .....	37%
Men.....	63%
Nonbinary .....	< 1%
Not Disclosed.....	< 1%

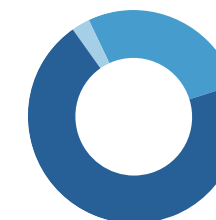
### Global Women in Management Roles

Total.....	41%
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\* This figure only includes regular full-time employees. Note that Kraft Heinz has additional temporary, seasonal and student workers. Please refer to page 81 for a consolidated number of employees.

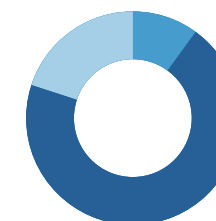
\*\* Includes salaried employees only.

Data on this page is as of December 31, 2022. Full details and footnotes to all metrics are available on pages 80-81.



### Employees by Race/Ethnicity (White Collar)\*\*

People of Color in the U.S. ....	28%
White in the U.S. ....	69%
Not Disclosed in the U.S. ....	3%
Ethnic Minorities in the U.K. ....	13%
Pretos e Pardos (Black & Two or More Races) in Brazil .....	32%



### Executive Leadership Team

African American or Black .....	10%
Asian .....	10%
Hispanic or Latino .....	60%
White .....	20%
Women .....	40%
Men .....	60%



# ESG GOVERNANCE

The Kraft Heinz Company is committed to responsible corporate governance. We have designed our governance structure to enable us to live our Vision and Values.

## Board of Directors

Comprised of diverse, experienced and qualified leaders with strong credentials, our Board of Directors establishes corporate policies, sets strategic direction, and oversees management, which is responsible for our day-to-day operations. Guided by our Corporate Governance Guidelines, the Board aims to foster the Company’s long-term success and provides strategic direction to help us achieve meaningful results worldwide. The Board of Directors helps establish and oversee our global ESG objectives and framework, including matters related to operations, our supply chain, animal welfare, climate change, the environment, nutrition and well-being, and social issues. The Board of Directors reviews all significant ESG policies, processes and goals, and receives regular updates from the ESG team on progress against key performance indicators and other relevant developments.

## Executive Leadership Team

Our Executive Leadership Team provides oversight and executional leadership for our global ESG strategy. The Executive Leadership Team is led by Chief Executive Officer, Miguel Patricio, and includes nine other executives representing a variety of disciplines, including Communications, Corporate Affairs, Finance, Human Resources, Legal/Ethics & Compliance, Marketing, Operations, Procurement, Research & Development, and Sales. The team receives quarterly progress reports from the ESG team.

## ESG Team and Steering Committee

Accountable to the Board of Directors through the Executive Leadership Team, the ESG Team directs the design, development, execution, and continuous improvement of our ESG strategy, goals, and initiatives. The ESG Team engages with key stakeholders regularly, including stockholders, consumers, customers, employees, NGOs and community leaders, and leads the ESG Steering Committee.

The ESG Steering Committee is comprised of leaders in various functions around the globe. Team leaders are responsible for mobilizing the organization and collaborating across departments to lead the development, implementation, continuous improvement, and measurement of relevant ESG policies, procedures and programs. The ESG Steering Committee has subcommittees that meet regularly in the following areas: Product Health; Sustainable Agriculture; Responsible Sourcing; Sustainable Manufacturing; Sustainable Packaging; Animal Welfare; Corporate & Government Affairs; and Communications.

These practices are designed to ensure alignment with business strategies and operational objectives. The CEO and key leadership, along with various other team members, hold ESG key performance metrics linked to compensation associated with all ESG initiatives.

In addition, in 2022 we established ESG-related key performance indicators (KPIs) for more than 1,500 executives and employees throughout the business, including our Chief Executive Officer; Executive Vice President, Global General Counsel and Chief Sustainability and Corporate Affairs Officer; and Executive Vice President and Global Chief Procurement Officer.

Please visit [ir.kraftheinzcompany.com/corporate-governance](https://ir.kraftheinzcompany.com/corporate-governance) and/or our [Proxy Statement](#) filed with the U.S. Securities and Exchange Commission on March 24, 2023 to learn more about our Company’s corporate governance structure and leadership. We are also proud to disclose certain ESG progress and achievements in our proxy statements. Kraft Heinz has also increasingly integrated and disclosed environmental related data that feeds into various reporting frameworks, such as Sustainalytics, the Dow Jones Sustainability Index, and CDP (Climate, Water and Forest questionnaires).



# CORPORATE RESPONSIBILITY AND SUSTAINABILITY GOVERNANCE

## Board of Directors

PROVIDES OVERSIGHT

Oversees our global ESG strategy and objectives, including our activities and opportunities, as well as related risks. Engages at least annually with management to review all significant policies, processes, and commitments, with additional updates and engagement as necessary.

ESG oversight responsibilities sit with the full Board. The Board believes allocating these responsibilities to the full Board enhances our sustainability efforts, which are a critical component of our overall enterprise strategy



## Chief Executive Officer

PROVIDES EXECUTIVE SUPPORT

Collaborates with members of the Executive Leadership Team on oversight and executional leadership on strategies.

Has an annual performance goal that tracks our ESG performance.



## Executive Vice President, Global General Counsel, and Chief Sustainability and Corporate Affairs Officer

Oversees global ESG strategy, reports to the Chief Executive Officer, and collaborates with our ESG Team to establish and lead plan implementation.

Has an annual performance goal that tracks our ESG performance.



## Quarterly Business Reviews

Quarterly Business Review meetings with members of the Executive Leadership Team.



## ESG Steering Committee - SteerCo

Provides cross-functional, upper-level management input on ESG practices and policies.



## ESG Steering Committee Subcommittees

Provide high-touch engagement, track emergent issues, and drive collaboration, transparency, and continuous improvement toward initiatives.

Hold monthly workgroups in the following areas: Product Health; Sustainable Agriculture; Responsible Sourcing; Sustainable Manufacturing; Sustainable Packaging; Animal Welfare; Corporate & Government Affairs; and Communications.



## ESG Team

Directs the design, development, execution, and continuous improvement of our global ESG strategy, goals, and initiatives.

Engages with key stakeholders and leads the ESG Steering Committee.

# FOCUSING ON MATERIAL ESG ISSUES

## ESG Materiality\* and Stakeholder Engagement

To inform and continuously improve upon our ESG strategy, we engage a wide variety of stakeholders for input. Participating in an ongoing, two-way dialogue with our stakeholders strengthens our understanding of important environmental, social and governance issues, which helps us set associated priorities to make respective impacts.

Our global stakeholder network includes both the internal and external people and parties whose support is important to the long-term success of our business, and those who are materially impacted by our business operations. The table below lists these groups and summarizes our engagement activities with them.

STAKEHOLDERS								
Stockholders	Customers	Employees	NGOs	Industry Associations	Government/Regulatory	Consumers	Suppliers	Philanthropic Partners
TYPE OF ENGAGEMENT								
<ul style="list-style-type: none"> <li>Annual Meeting of Stockholders</li> <li>Quarterly earnings presentations</li> <li>Regular meetings, both in-person and via phone</li> </ul>	<ul style="list-style-type: none"> <li>Customer surveys</li> <li>Meetings with customer teams on ESG requirements</li> </ul>	<ul style="list-style-type: none"> <li>Global employee engagement survey</li> <li>Global employee ESG survey</li> <li>Senior leadership ESG survey</li> <li>Internal communications platforms</li> <li>Business Resource Groups</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing proactive and reactive engagement</li> <li>In-person meetings on select issues</li> </ul>	<ul style="list-style-type: none"> <li>Industry engagement via meetings and conference calls on key issues</li> <li>Board participation</li> </ul>	<ul style="list-style-type: none"> <li>Direct engagement with government officials on public policy issues</li> <li>Indirect advocacy through coalitions and trade groups</li> <li>Support of candidates for public office through The Kraft Heinz Political Action Committee</li> </ul>	<ul style="list-style-type: none"> <li>Consumer call center</li> <li>Corporate and brand social media</li> <li>Consumer insights</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Guiding Principles</li> <li>Supplier surveys</li> <li>Supplier audits</li> <li>Meeting with select suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Donations</li> <li>Partner collaboration</li> <li>Participation on partner Boards</li> </ul>
SUBJECT AREAS DISCUSSED								
<ul style="list-style-type: none"> <li>Governance</li> <li>Climate Change</li> <li>Sustainable sourcing</li> <li>Health and wellness</li> <li>Human Rights</li> <li>Operational impact on environment</li> <li>Transparency/external reporting</li> <li>Innovation</li> </ul>	<ul style="list-style-type: none"> <li>Animal welfare</li> <li>Sustainable sourcing</li> <li>Operational impact on environment</li> <li>Community impact/food security</li> <li>Nutrition and health</li> </ul>	<ul style="list-style-type: none"> <li>Climate change</li> <li>Sustainable sourcing</li> <li>Operational impact on environment</li> <li>Community impact/food security</li> <li>Nutrition and well-being</li> <li>Workplace health and safety</li> <li>Transparency</li> </ul>	<ul style="list-style-type: none"> <li>Climate change</li> <li>Sustainable sourcing</li> <li>Water stewardship</li> <li>Operational impact on environment</li> <li>Animal welfare</li> <li>Packaging sustainability</li> <li>Human rights</li> <li>Nutrition and well-being</li> <li>Transparency</li> </ul>	<ul style="list-style-type: none"> <li>Nutrition and well-being</li> <li>Animal welfare</li> <li>Food safety</li> <li>Sustainable and regenerative agriculture</li> </ul>	<ul style="list-style-type: none"> <li>Tax</li> <li>Trade</li> <li>Nutrition and well-being</li> <li>Labeling</li> <li>Regulatory issues related to ESG</li> </ul>	<ul style="list-style-type: none"> <li>Animal welfare</li> <li>Packaging sustainability</li> <li>Sustainable sourcing</li> <li>Operational impact on environment</li> <li>Nutrition and well-being</li> <li>Community impact/food security</li> <li>Transparency</li> </ul>	<ul style="list-style-type: none"> <li>Climate</li> <li>Sustainable sourcing</li> <li>Animal welfare</li> <li>Packaging sustainability</li> <li>Human rights</li> <li>Food safety</li> <li>Food waste</li> <li>Innovation</li> </ul>	<ul style="list-style-type: none"> <li>Global hunger alleviation</li> <li>Community impact/food security</li> <li>Sustainable agriculture</li> <li>Food waste</li> </ul>

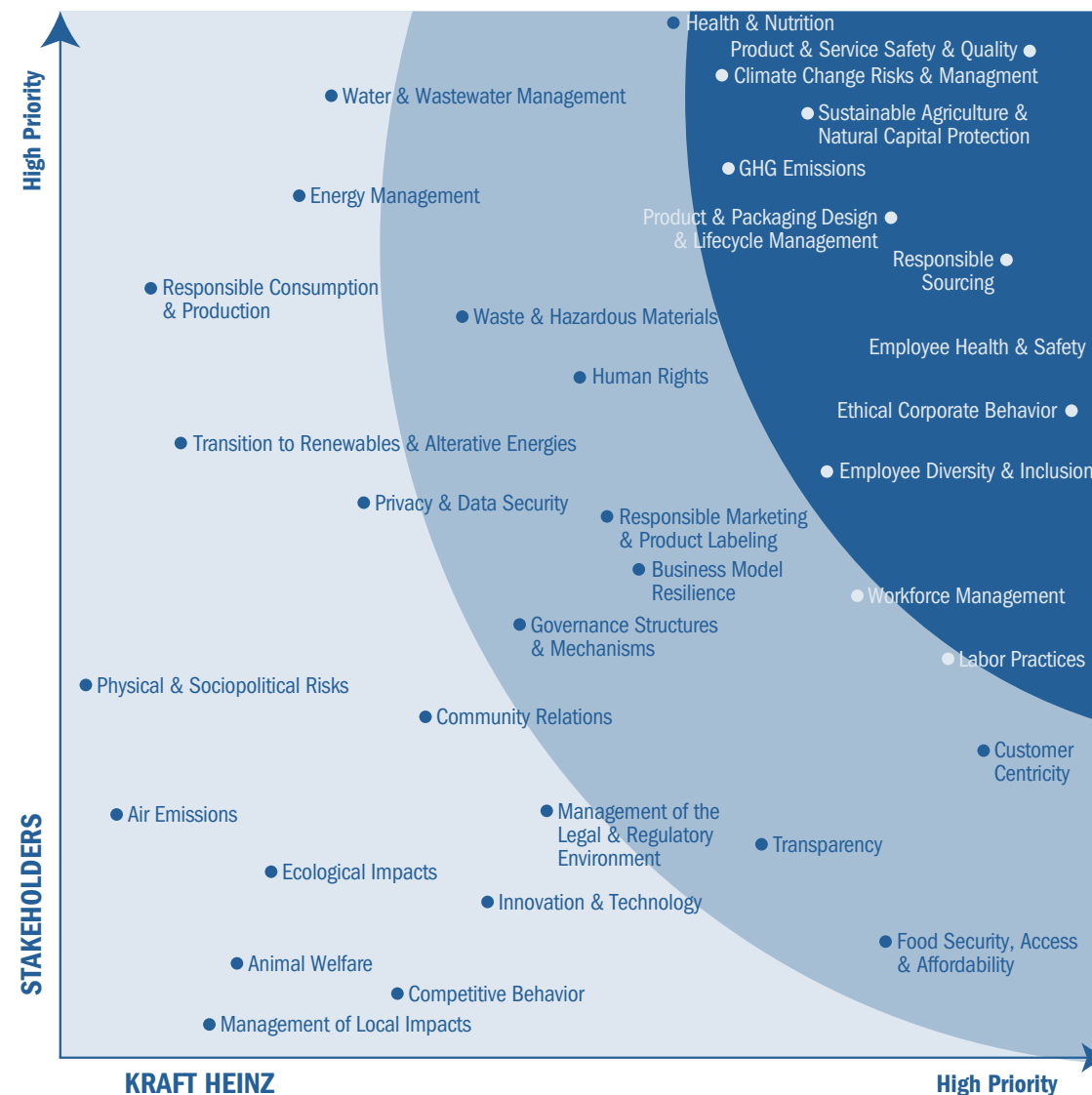
\* Materiality and its relevant definition as used in this report, sometimes referenced as “ESG materiality,” and our ESG materiality review process, is different than the definition used in the context of filings with the SEC. Issues deemed material for purposes of this Report and for purposes of determining our ESG strategies may not be considered material for SEC reporting purposes.

### ESG Materiality Assessment

To inform our ESG strategy and goal-setting, Kraft Heinz conducts a comprehensive ESG materiality assessment every three to five years, with respective smaller interim updates as appropriate. This assessment allows us to identify and prioritize the environmental, social, and governance issues that are of greatest concern to our stakeholders and relevant to the success of our business. We reevaluate these results on an ongoing basis to reflect any substantial changes in standing on these priority issues and allow for the inclusion of new or emerging issues. We treat our ESG materiality matrix as a living assessment based on participant input. We continue to evaluate material ESG issues to our key stakeholders and the respective impact on our business operations across dynamic global markets. Material issues are monitored regularly by a variety of internal stakeholders including Kraft Heinz leadership, ESG and the Corporate and Government Affairs ESG Subcommittee. In 2022, we updated our ESG materiality assessment using Datamaran's cloud-based AI software platform. Datamaran's patented technology provides our ESG Steering Committee with real-time data analysis to identify and monitor new or emerging issues that may impact Kraft Heinz, including regular insight into our Company's unique strategic, regulatory, and reputational risks and opportunities. The assessment includes signals from across a variety of different sources, including corporate annual filings, mandatory regulations, voluntary policy initiatives, online news and media, as well as a cross-functional employee survey. Through this tech-enabled, dynamic, and data-driven approach, we have strengthened our strategy and governance process to meet the rise of stakeholder demands at Kraft Heinz.

### Enterprise Risk Management

Kraft Heinz has an established, comprehensive approach to Enterprise Risk Management (ERM). Annually, senior management evaluates changes and required updates to the top enterprise risks. The ERM process covers a broad spectrum of risks across several dimensions: ESG, strategic, financial, operational, legal and regulatory, human capital, and hazard/catastrophic. Senior management prioritizes the risks and develops the Kraft Heinz risk profile, which is shared with the Audit Committee of the Board of Directors annually. Each risk owner provides regular updates to the Audit Committee of the Board of Directors.



# ETHICS & COMPLIANCE

## Employee Code of Conduct

The Kraft Heinz Company and our employees are expected to conduct business in an ethical manner, guided by our Vision, Values, and an unwavering commitment to integrity and transparency. All employees, officers, and directors are required to abide by the company's global Code of Conduct, which addresses each aspect of our business including anti-corruption, anti-competitive behavior, data protection, and human rights. The global Code of Conduct sets high standards for conducting business in a legal and ethical manner and serves as the foundation of our corporate policies and procedures. To ensure compliance with the global Code of Conduct, Kraft Heinz regularly provides training, communications, and guidance to our employees around the world. Further, employees are required to annually certify that they have read and will follow the global Code of Conduct. The document is available in 14 languages and can be accessed here: Kraft Heinz global [Employee Code of Conduct](#).

## Ethics and Compliance Training

To ensure compliance with the global Code of Conduct, Kraft Heinz regularly provides training, communications, and guidance to all global employees. Employees are required to annually certify that they have read and will follow the Code of Conduct and complete compulsory trainings on issues such as anti-corruption, conflict of interest, dignity and respect, whistleblowing, IT security, and due diligence matters. All training is monitored and tracked by the Ethics and Compliance (E&C) team. To reinforce our commitment to our Value, *We do the right thing*, we designate critical E&C courses as Threshold Training and set their completion rate as an E&C bonus qualifier for each zone. This means that each zone — North America, International, and Corporate — must achieve at least 90 percent completion of all threshold training courses by the end of the year to reach their full bonus potential. If a zone does not meet or exceed their threshold training completion target, the total amount of bonus available for that Zone reduces by 10 percent.

## Reporting a Concern

To help employees report potential misconduct, the Company provides several reporting methods, including through managers, Human Resources, Legal and the Ethics & Compliance team. In addition, we have a confidential Ethics & Compliance Helpline for reporting an ethics or compliance concern. The Helpline has multilingual staff available 24 hours a day. It is accessible globally by a toll-free phone call or online at [KraftHeinzEthics.com](#). We do not tolerate retaliation against an employee who reports potential misconduct in good faith.

## Supplier Guiding Principles

Kraft Heinz has developed a set of Global Principles applicable to its supply chain partners referred to as the **Supplier Guiding Principles**. In 2021, Kraft Heinz launched our updated Supplier Guiding Principles in accordance with our commitment for improved efficacy and due diligence with our valued suppliers around sustainable business practices. The Supplier Guiding Principles apply to all suppliers (including external manufacturers), and we have plans to include joint venture partners in the near future. Read more about our Supplier Guiding Principles on page 59.

## Political Contributions and Lobbying Activity

As part of the Company's ongoing engagement in the communities where our employees live and work, we engage in the political process to help shape public policies that impact our business around the world. Our goal is to ensure issues that impact our value chain, including employees, suppliers, customers, consumers, and shareholders are fairly represented at all levels of government. For more information on our political contributions and lobbying activity, please visit <https://www.kraftheinzcompany.com/contributions.html>. Kraft Heinz engages responsibly in the political process in the communities where our employees live and work. Our goal is to ensure public officials representing our people, products and manufacturing facilities understand the issues that impact our business. We adhere to the local laws and regulations governing interactions with government officials, and participate in the political process through issue advocacy and political contributions. In North America, Kraft Heinz has put in place effective compliance procedures for, and oversight of, lobbying activities, corporate contributions and The Kraft Heinz Political Action Committee (Kraft Heinz PAC) expenditures. The **Kraft Heinz Code of Conduct** requires all employees to maintain honest, forthright, and transparent relationships with government officials.



### Public Disclosure

Kraft Heinz believes that an important aspect of engaging in the political process is transparency and disclosure. Kraft Heinz files information as required by federal and state campaign finance and disclosure laws. The Kraft Heinz PAC reports its contributions to the Federal Election Commission (FEC), the details of which are publicly available on the FEC website. All Kraft Heinz PAC and Company political contributions since 2012 are listed on our website. This includes contributions to ballot initiatives and 501(c) (4) organizations where funds may be utilized for political purposes. This information is updated semi-annually. In addition, Kraft Heinz partners with outside counsel to conduct an annual internal audit of all lobbying practices and reporting.

### Lobbying Activity

Kraft Heinz prepares and files reports with the Secretary of the U.S. Senate and the Clerk of the U.S. House of Representatives quarterly, which detail lobbying activities and expenditures. These reports are available here. The Company also files lobbying reports with many U.S. state and municipal governments as required by law. These reports are publicly available through the websites of the jurisdictions where they are filed.

### Trade Association Membership

Kraft Heinz believes that trade association membership and participation provides a number of benefits to our business and employees, including the ability to remain engaged on relevant issues and as a forum for sharing ideas and information. The Company’s involvement with trade associations does not include engaging in political activity. Kraft Heinz instructs trade associations that our dues must only be used on issues of importance to our business and none may be provided to support or oppose political candidates. You can find language sent to trade associations here.

### Center for Political Accountability

Kraft Heinz has proudly received a top tier score (87.1/100) on the “CPA-Zicklin Index,” a rating developed by the Center for Political Accountability in conjunction with the Carol and Lawrence Zicklin Center for Business Ethics Research at The Wharton School, University of Pennsylvania. The full report can be found here.



# GOVERNANCE COMMITMENTS

## ACCOUNTABILITY

We will continue to maintain ESG oversight with the Board of Directors. Our CEO, key leadership, and respective team members lead and support our ESG goals and have linked key performance metrics embedded.

## COMMUNICATE TRANSPARENTLY AND AUTHENTICALLY

We will continue to publish annual, third-party verified ESG reports, aligned to industry-best reporting frameworks. We will report climate, forests, and water information on an annual basis to [CDP](#) and engage with stakeholders on material ESG issues.

## MARKET OUR PRODUCTS RESPONSIBLY

We will continue to market and advertise our products in a responsible and suitable manner to all audiences.

## PROMOTE WORKPLACE HEALTH AND SAFETY

We will continue to provide a healthy, safe, and secure workplace. We improved safety Key Performance Indicators (KPIs) over last year, representing some of the best results among our food and beverage industry peers.

## OPERATE ETHICALLY

We will continue to conduct business in an ethical manner and unwavering commitment to integrity and transparency.

## PROMOTE DIVERSITY, INCLUSION, AND BELONGING

We will continue to demand and promote diversity, inclusion, and belonging in all aspects of our Company.



# ESG STRATEGY

In support of our Vision, *To sustainably grow by delighting more consumers globally*, we are committed to responsible, sustainable practices extending to each facet of our business. The Kraft Heinz ESG strategy prioritizes the issues that matter most to the Company business and stakeholders, focusing on areas that have the greatest impact. It includes three key pillars: **Healthy Living & Community Support**, **Environmental Stewardship**, and **Responsible Sourcing**.

Our goal is to build value among our Company’s broad set of stakeholders by incorporating socially responsible business practices within our own operations and across every stage of our supply chain. We’re setting ambitious environmental goals, sourcing sustainably, improving the products we sell, and making impactful advancements in communities – all with a commitment to transparency and two-way dialogue. This continues to be our way forward.



## HEALTHY LIVING & COMMUNITY SUPPORT

A key part of our corporate strategy is a commitment to people, to nutrition and health, and to making life delicious all at once. Some of the actions we are taking to support this commitment include ongoing improvements to the nutrition of our product portfolio, transparent and responsible marketing and communications, and alignment with credible science and public health goals.

Through these actions, we aim to contribute to the key priorities and target achievements outlined by the World Health Organization’s Global Action Plan for the Prevention and Control of Noncommunicable Diseases, and the United Nation’s Sustainable Development Goals.



## ENVIRONMENTAL STEWARDSHIP

Environmental stewardship begins with our operational footprint, where we actively strive to conserve water and energy, reduce emissions, minimize waste, and make our packaging sustainable.

Our manufacturing sites can consume substantial amounts of resources, and are controlled by us, so we focus significant efforts around environmental stewardship inside of our walls.



## RESPONSIBLE SOURCING

At Kraft Heinz, we not only believe in striving to be better every day within our own operations, but we aspire to work with our entire value chain to continually improve on social and environmental factors.

We are dedicated to responsible sourcing and related impacts in critical areas to Kraft Heinz and our stakeholders. These include areas of focus such as human rights, deforestation, animal welfare and sustainable agriculture. We are also committed to strengthening our due diligence and management programs, while keeping the needs of our suppliers and our customers a top priority.







# 2022 ESG HIGHLIGHTS

At Kraft Heinz, we are committed to setting ambitious goals to drive ESG progress throughout the organization. Below are our ESG goal highlights for 2022. More commentary on our progress and full list of our goals 2022 progress are listed throughout the report and on pages 72-81.




**41%**  
41% of our global management positions are filled by women




**~334MM**  
Provided approximately 334 million meals to people in need



**-18.4%**  
Reduced waste to landfill intensity by 18.4% across our manufacturing facilities<sup>+</sup>




**-16.07%**  
Reduced water use intensity by 16.07% in high-risk watershed areas<sup>+</sup>




**75%**  
Purchased 75% sustainably-sourced Heinz ketchup tomatoes



**72%**  
72% of our portfolio was in compliance with Kraft Heinz Global Nutrition Targets



Developed roadmaps for net zero GHG emissions by 2050 and 50% reduction by 2030


**67%**  
Sourced 67% of eggs globally from cage-free or better<sup>\*</sup> hens



**28%**  
28% of our salaried U.S. employee population identified as people of color



**47MM**  
Removed approximately 47 million pounds of sugar across our global portfolio



**14.21%**  
Procured 14.21% of electricity from renewable sources



**87%**  
87% of our packaging was recyclable, reusable or compostable



**100%**  
Purchased 100% sustainable palm oil



\* Kraft Heinz defines "cage-free or better" eggs as sourced from laying hens that come from cage-free, free-range, pasture-raised, or similar natural or open housing settings.  
+ Compared to a 2019 baseline year



# HEALTHY LIVING & COMMUNITY SUPPORT

Our Purpose at Kraft Heinz is *Let's Make Life Delicious*. We live this call to action through our steadfast commitment to nutrition, health, and the everyday needs of the many communities we touch inside of Kraft Heinz and across the world. We provide consumers and their families with the products they know, love, and trust through ongoing improvements to the nutrition of our product portfolio, transparent and responsible marketing and communications, and alignment with credible science and public health goals.

As a global food and beverage company with an important role to play in feeding the world, we believe we have a unique responsibility in alleviating world hunger and supporting communities during challenging times. From our longstanding strategic hunger relief partnerships and operational food donation programs to our disaster relief efforts, Kraft Heinz strives to rise to the occasion and provide community support wherever we can.



# DIVERSITY, EQUITY, INCLUSION, & BELONGING



We aim to have women fill **50%** of our global management positions by 2025.



We aim to have **30%** of our salaried U.S. employee population identify as people of color by 2025.



## Corporate Highlights

At Kraft Heinz, we believe that everyone should have a seat at the table. We are committed to creating a diverse and inclusive workplace because we believe that it makes us stronger, more thoughtful, and more innovative. We are committed not only to listening to different points of view, but also to truly hearing them. By embracing diverse perspectives, we can make better decisions and create products that are enjoyed by consumers all over the world.

To ensure we continually improve, we collect data and feedback from a wide range of sources to inform our initiatives. This information helps us to identify areas where we can improve and develop data-driven plans to drive progress. As a result, we have established strategies to promote diverse hiring, retention, development, and advancement to support our global aspirations. By taking these steps, we create a workplace where everyone feels welcomed, valued, and respected.

We recognize the importance of learning and training opportunities to foster understanding and appreciation of diversity among our employees. As part of this commitment, we have introduced development initiatives such as interrupting bias in our Organizational People Review process to help managers identify and address unconscious bias in their assessments and ensure fair evaluations. Additionally, in our global program, The Heart of Kraft Heinz, we include a module which focuses on our Value of *We demand diversity* and emphasizes the significance of diversity and inclusion in the workplace and equips our employees with tools and resources to create a more inclusive environment. We believe these learning and training opportunities are integral to our commitment to build a more diverse, inclusive, and welcoming workplace.

We have made significant progress in our diversity, equity, inclusion, and belonging (DEI&B) journey. We have established a solid foundation of awareness across the organization, celebrated numerous impactful achievements, and educated and trained our leaders to be inclusive. We have created a nurturing community, spotlighted exemplary leaders from all backgrounds, and expanded a team of practitioners across our global footprint. We are proud of our progress, but we know that there is still more work to be done. We are committed to continuing our journey and creating a workplace where everyone can thrive.

To ensure accountability and drive real organizational change, our Global Inclusion Council is a key part of our commitment to DEI&B. Chaired by our CEO, Miguel Patricio, this cross-functional group of leaders is responsible for creating the strategy, providing governance, oversight, and reporting on our DEI&B efforts and initiatives. By having this council in place, we ensure that Kraft Heinz consistently endeavors to make progress towards our DEI&B goals and that we remain accountable for our progress.



## 2022 KEY AWARDS & RECOGNITION

### NORTH AMERICA ZONE

100% on the Corporate Equality Index (CEI) for the 4th year in a row. CEI rates corporate policies and practices for LGBTQI+ inclusion. Also received the designation: Best Place to Work for LGBTQ Equality

Bloomberg Gender Equality Index, a modified market capitalization-weighted index that aims to track performance of public companies committed to gender-data reporting transparency

Latino Equity 100 List, recognizing companies in Corporate America with outstanding DEI programs that impact Latino employees, vendors, and customers

2022 Forbes America's Best Employers for Veterans

2022 Forbes Canada's Best Employers

### INTERNATIONAL ZONE

Great Place to Work Certified – Netherlands, Australia, China, UK, Indonesia, Korea, Italy, Germany, Spain, Thailand, Brazil, Chile

PRIDE Index Gold 2021-2022 – Japan, the highest level of achievement in the PRIDE Index program established in 2016 by “Work with Pride”

Financial Times Diversity Leaders – Europe

100% on the Corporate Equality Index (CEI) – Mexico

Top Scorer Food & Agriculture, Workplace Pride Global Benchmark, an online tool that measures the LGBTQI+ policies and practices of internationally active employers



## 2025 ASPIRATIONS



**41% of those in global management positions were women at the end of 2022 (+2 percentage points compared to 2021).**



**28% of salaried U.S. employees identified as people of color at the end of 2022 (+2 percentage points compared to 2021).**



**Survey results for inclusion increased by +2 points on average compared to 2022 reflecting employees 'feeling a sense of belonging', 'feeling like their opinions count', and 'leaders valuing different perspectives'.**



**13% of our salaried U.K. employees identified as ethnic minorities at the end of 2022 (+2 percentage points compared to 2021)<sup>1</sup>.**



**32% of our salaried Brazil employees identified as Pretos e Pardos at the end of 2022 (+2 percentage points compared to 2021).**

(This is on our journey towards our ultimate aspiration of 56%, which is the national average. Pretos e Pardos translates to Black & two or more races respectively.)

In 2022, we focused on allyship, storytelling, and action to advance our work to create a more diverse and inclusive workplace. We continue to push ourselves to expand our impact across geographical regions while being thoughtful about the multiple definitions of diversity throughout the world. We also participated in the Women in the Workplace Study sponsored by LeanIn.Org and McKinsey & Company, which reviewed our talent pipeline data as well as policies and practices to help gauge our best practice opportunities. Furthermore, we are proud to be included in the Global Bloomberg Gender Equality Index, demonstrating our commitment to transparency and supporting gender equality throughout the organization.

We firmly believe that cultivating a truly inclusive culture is critical to our success. We continue to work towards our stated aspirations and hold ourselves accountable for our progress. By year end, we achieved our 2022 objectives, increasing by two percentage points both our Global Women in Management Aspiration and our U.S. Race/Ethnicity Aspiration. Furthermore, we improved our global engagement score for all of our key inclusion drivers including “Opinions Count,” “Belonging,” and “Inclusive Leaders,” moving us closer to our 2025 goal of placing in the top quartile among our peers. We will build upon this success and strive for more aspirations for countries where we operate, utilizing similar data collection efforts.

Additionally, we understand the importance of verifying our inclusion aspirations by collecting data from our employees through our regular engagement surveys. We will also verify our aspirations through external recognition surveys and indices. This approach will ensure our inclusion aspirations are aligned with the experiences of our employees. We are committed to creating a more inclusive workplace and believe this approach will help to achieve our goals.

<sup>1</sup> This is on our journey toward our ultimate aspiration of 31%. National average of population who identify as ethnic minorities is 14% across the U.K. and 40% within London. The aspiration is based on a weighted average of the split between our populations in our London office and our U.K. factories.

# CREATING AND EXECUTING A GLOBAL STRATEGY

In our second year, we made significant progress on our multi-year DEI&B strategy which focused on four key areas: Representation, Communication & Learning, Culture, and Communities to bring our *We demand diversity* value to life.

## Annual Day of Service

We celebrated our third annual Kraft Heinz Day of Service on June 20, 2022, to honor and commemorate Juneteenth as a time for reflection, education, and action that is now a part of our annual calendar for both our U.S. and Canada employees. Employees listened to a conversation with Marcus Samuelsson, Award-Winning Chef, Restaurateur, Author, and Co-Owner of Red Rooster, who shared his career journey and experience raising money for the United Negro College Fund (UNCF) through a Steps Challenge. The North America Sales team showed up in a big way across the country by giving back in honor of Juneteenth, which included the creation of a leadership video shared company-wide. Additionally, our Newberry plant hosted their 2nd Annual Juneteenth celebration with 30 employee and family volunteers engaging with the local community.

We also sponsored the second year of a lunch and learn to honor the National Day of Truth and Reconciliation in Canada. Additionally, our International Zone hosted multiple days of service to support local communities.

## Ownerversity Day

We hosted our third annual Ownerversity Day, a 24-hour global learning event designed to bring our entire Kraft Heinz family together to make time for learning. Our 2022 theme was “The Power of WE: My Difference Makes a Difference” and we offered a variety of immersive and engaging sessions focused on diversity, equity, inclusion, and belonging. These sessions:

- Helped employees enhance their understanding of the lived experiences of colleagues and celebrate what makes them unique.

- Introduced the concept of inclusive design thinking for employees to leverage in their routines and rituals to make them fair, equitable, and unbiased.
- Encouraged employees to be the change they wish to see in the world through their everyday choices and actions that, when done together, create a ripple effect of change.

## Employee Development

To help diversify our internal pipeline, we continue to invest in the development of our employees’ skills, knowledge, and abilities to help them perform their jobs more effectively and contribute to Kraft Heinz’s success. In 2022, we introduced two of McKinsey & Company’s award-winning leadership academies specifically designed for people of color: the Management Accelerator and Executive Leadership programs. These programs create psychologically safe spaces for leaders to unpack diversity, equity, and inclusion challenges and become more impactful in their careers.

We also piloted NextUp Soar program to give Associate Director level and above employees a career boost by elevating their executive skills and leadership goals. Participants learned skills to prepare them for growth, strengthen their influence, and inspire action and engagement by hearing from thought leaders and industry experts on the frontlines of a changing world. In China, we hosted an inaugural Women’s Leadership Day to celebrate the achievements of women in leadership roles and encourage the next generation of female leaders.

In its third year, the Women’s Empowerment Network accelerator program, which is designed to bring clarity to the skills needed to advance, graduated a cohort of 28 global participants. The program focuses beyond leadership skills to the whole person; it is designed to feed mind, body, and spirit. It helps participants understand they are not defined only by what they do, but also by who they are, and the potential they can unleash when they believe in themselves.





### Community Support

Since 2020, our Glenview R&D Community Champions have leveraged their expertise and capabilities in STEM, culinary, nutrition, and project management to improve their local community and provide employees with an opportunity to connect through a passion for service. In 2022, they hosted and participated in a number of service initiatives including partnerships with Lasagna Love and Humble Design to assist clients exiting homelessness, Chicago High School of Agricultural Sciences for STEM and Career education, Chicago American Chemical Society Chemistry Day to inspire future scientists, and Glenview Sunrise Rotary Annual Hero Hustle to raise funds for community grants.

### Recruiting

Inclusive recruiting is a key focus for us. As *We dare to do better every day*, a diverse workforce can help lead to increased innovation, productivity, and profitability. As such, we continue to review our partnerships to provide a welcoming and inclusive workplace for all. In 2022, we added and enhanced partnerships with the following organizations as examples:

**DisabilityIN:** The leading nonprofit resource for business disability inclusion worldwide. They aim to create an inclusive global economy where people with disabilities participate fully and meaningfully.

**Sister Circle: Black Women in Tech:** A solidarity group dedicated to supporting the work of Black Women in the technology industry from across the diaspora.

**Chronically Capable:** Works to remove the fear and stigma of living with chronic illness or disability from the hiring process. They create a tacit understanding between employers and jobseekers: Employers who are part of the network believe that people living with chronic illness or disability are capable of being productive employees — and jobseekers who use the platform can feel secure that participating employers care about their success.

**Bright Network:** Connects the next generation with the opportunities, insights and advice to succeed as the workforce of tomorrow.

**National Student Pride:** Celebrates LGBTQI+ identities through conversation, and by connecting students to employers who can support them throughout their working life.

**10,000 Interns Foundation:** Provides paid internships for Black students and graduates through the 10,000 Black Interns program, and paid internships for disabled students and graduates of all ethnicities through the 10,000 Able Interns program across a range of U.K. industries.

### Fostering Inclusion

Creating an environment in which all employees feel valued, respected, and heard is a fundamental component of our strategy and one which we achieve through educational opportunities. We hosted a number of events throughout 2022, including global celebrations for International Women’s Day, Global Pride, and International Day for Persons with Disabilities. Annually, our Business Resource Groups (BRGs) lead significant events for employees related to their respective cultural, identity, or heritage communities including Black History Month, Asian Heritage Month, Latin American/Hispanic Heritage Month, and more. We also introduced a Religious Holiday Communications Plan into the annual DEI&B Observance Calendar to acknowledge these important moments for employees.

In the development of our new Canada headquarters, we aligned to our purpose, *Let’s Make Life Delicious*, and our Values — particularly around *We Champion Great People* and *We Demand Diversity* to bring these Values to life in spaces and places across the office. Our accessibility and wellness features of the office include a gender-neutral universal washroom, a wellness space for meditation or prayer, a parent room for nursing, feeding and childcare routines, braille-enabled elevators, as well as color & intuitive wayfinding that supports neurodiversity, and aids in navigation throughout the space. We are excited about the office launch in 2023.

In the International Zone, we partnered with an external organization to complete an audit of our UK Disability Recruitment approach to improve our efforts in this community in three stages: education and training, implementation, and communication. The audit findings will guide our strategy moving forward to ensure true inclusion of current and future employees.



## Business Resource Groups (BRGs)

BRGs play an important role in our culture and helping us advance our diversity, inclusion, equity, and belonging efforts. These groups are employee led, and support culture, career, community, and business initiatives at Kraft Heinz.

Our BRGs in the North America Zone include:

- Asian Pacific American (APA) BRG;
- Black BRG;
- Pride BRG;
- Sabor BRG (for Latino/a/x & Hispanic employees);
- Veterans BRG;
- Women's BRG.

Our BRGs in the International Zone include:

- Gender Equality Network (GEN);
- The 57 (general cultural awareness and employee connection);
- Proudz (supporting LGBTQ+ employees);
- Reconciliation Working Group – an Australian BRG dedicated to building and delivering a RAP (Reconciliation Action Plan), with the aim to strengthen relationships between Aboriginal and Torres Strait Islanders and non-Indigenous Australians.

To create a more diverse and inclusive organization, our Value, *We demand diversity*, is our north star around the globe and we challenge ourselves to bring this value to life every day. One way we do this is by continuing to invest in our BRGs so that they can provide a safe space for employees and allies to raise awareness of issues facing various communities, advocate for change in company policies and practices, as well as celebrate the rich diversity of our employees. Throughout the year, the BRGs had many accomplishments including our Reconciliation Working Group being recognized as a member of the Reconciliation Action Plan Network in Australia, the North America BRGs donating nearly \$200,000 to local charities supporting historically marginalized communities, sponsoring a Workplace Pride Conference in Tokyo, hosting a cooking event for youth with disabilities in Thailand, participating in community activities such as the Bud Billiken Parade and Chicago AIDS Walk in Chicago, and BRG leaders completing a BRG Leadership Journey pilot in our International Zone.

As a leader in this space, we are looking forward to continuing to celebrate diversity, promote equity, and create spaces where employees feel comfortable being themselves.





# EMPLOYEE HEALTH & WELLNESS

We are committed to supporting and inspiring a lifestyle of well-being for our employees in and out of the workplace. We aim to provide equitable benefits coverage through affordable core plans of healthcare, protection, and future savings complemented by local benefits to address market trends and cultural nuances and access to additional plans tailored to meet individual needs and promote diversity, equity, and inclusion.

LiveWell at Kraft Heinz amplifies our commitment to help employees achieve optimal well-being physically, emotionally, socially, and financially. Throughout the year, we raise awareness of health and well-being topics through speaker series, global and local events and targeted initiatives on physical fitness, nutrition, mental health, family and community, and financial education. In 2022, we partnered with our Nutrition team to introduce The Nutrition Nugget. This feature encourages our employees to “Eat Well, Be Well and LiveWell.” Information shared from the Nutrition2Nourish curriculum’s aim is to continue building and strengthening nutrition knowledge during our transformation journey to *‘DELIGHT consumers with a BALANCED and TRUSTED portfolio by delivering nutritious options and supporting HEALTHFUL LIVING’*.

Our global LiveWell hub and complementary local LiveWell sites provide employees easy access to external resources and internal programs available in their local country. In 2022, we expanded our education reach via our learning platform, Ownerversity. This additional touchpoint helps employees navigate the elements of Total Rewards, including compensation, benefits, and recognition designed to provide a spectrum of programs that support our diverse workforce and their families.

Since 2021, we have been conducting employee total rewards and well-being surveys plus industry and peer benchmark studies to assess whether our offerings are market competitive and if they meet the needs of our employees and their families. Opportunity areas are then actioned based on the benchmark data and employee feedback. Our LiveWell expos were reignited post-pandemic to provide employees the opportunity to learn about their local benefit plans directly from vendors and members of the benefit teams to make the best choice during the annual enrollment periods.



In 2022, we made further enhancements to parental benefits and expanded paid parental leave for primary and secondary caregivers, including adoptive parents, surrogate situations, and same sex couples (where legally allowed), and expanded support for pregnancy loss to additional countries. Where relevant, we provide employees with paid time off for breastfeeding and we have dedicated nursing rooms in some locations.

At Kraft Heinz, we operate with empathy and care by supporting our people with the resources and tools to help them live well. Our Mental Health framework is a key part of this commitment and aims to create an open culture on this topic. Our Mental Health First Aiders (MHFA) program includes over 225 cross-functional trained colleagues. In addition to ongoing training, the MHFAs are identified in email signatures, lapel pins, and listed on the LiveWell hubs. We also provide Employee Assistance Programs (EAP) in 31 countries for confidential life event services ranging from personal, family, and work-related services provided by specialists for our employees and their families when needed.







## LEARNING & DEVELOPMENT

Ownerversity is the Company's trusted source of learning for all employees, whether they are attending a live/virtual learning experience or accessing digital resources.

Through Ownerversity, employees have access to custom Kraft Heinz training, learning and development materials, as well as external content libraries and articles, such as LinkedIn Learning and Harvard Business Review. Our learning and development offerings enable employees to live our Value, *We dare to do better every day*, and own their personal learning and development. This empowers employees to execute with excellence in their current role, accelerate their learning curve, and grow a great career. Ownerversity has learning opportunities for everyone, as represented by our ten academies, which inspire and grow talent within Kraft Heinz while developing employees' capabilities to help them navigate their career journey.

The Leadership and Culture Academy is for all Kraft Heinz employees and focuses on leadership development, manager excellence, and provides opportunities for employees to learn how to live our Purpose and Values every day.

The nine Functional Academies target employees within a specific function, providing a learning home for everyone at Kraft Heinz. Each Functional Academy helps facilitate the development of functional capabilities for employees and their teams to thrive in their roles, which delivers value to Kraft Heinz. The Functional Academies focus on Finance, IT, Legal, Marketing, Operations, People, Procurement, R&D, and Sales.

Learning programs from the Global Functional Academies include learning experiences for audiences across all zones and levels, including, partnerships with universities, functional and capability focused learning, custom eLearning development, and Ownerversity Academy home curation.

Since Ownerversity's inception in 2016, the global and zone learning teams have expanded the Kraft Heinz library to include custom Kraft Heinz learning experiences and curated playlists to help employees find training more easily. In 2022, Ownerversity usage was 14 average learning hours per employee (both office professionals and production workers). The most attended programs across all Kraft Heinz were our #LearnLikeAnOwner Speaker Series followed by Ownerversity Day, our 24-hour event designed to bring the entire Kraft Heinz family together around learning.

### The Learning & Development Value Proposition

*What we expect from you ... and what's in it for you.*



#### Ownership

*Learn Like an Owner*

- Seek out high-impact learning experiences.
- Commit to a regular learning practice, even if it's just a few minutes a day.
- Encourage others to do the same.
- Contribute to a culture of learning.



#### Performance

*Execute with Excellence*

- Apply what you have learned to achieve your goals and targets.



#### Meritocracy

*Grow Great Careers*

- Accelerate your learning curve.
- Prepare yourself to take advantage of the opportunities that exist at Kraft Heinz to grow a great career.



# WORKING TO ALLEVIATE GLOBAL HUNGER



Provide **1.5 billion meals** to people in need by 2025 from 2019.



The Kraft Heinz Company Foundation (Kraft Heinz Foundation) pursues its mission through strategic partnerships with organizations that have programs aligned with hunger relief, nutrition support, and self-sustaining food sources.

Our work towards alleviating global hunger is deeply rooted in the collective determination of our Foundation partners, Kraft Heinz brands, and dedicated employees. Kraft Heinz employees from all corners of the world have passionately joined the Foundation’s work through annual volunteer efforts, underscoring the critical nature and immediacy of our work in helping to alleviate world hunger.

We are currently focused on our goal of providing 1.5 billion meals to those in need by 2025. In 2022 alone, we provided approximately 334 million meals to people in need. From 2019 through 2022, we’re 66 percent of the way to our 2025 goal of providing 1.5 billion meals to those in need.

## We have aligned our current key partners towards this goal:



Kraft Heinz defines a ‘meal’ or ‘meal equivalency’ as a unit of food or nutritional value. Kraft Heinz utilizes the meal count as a general guide to estimate the impact and reach of our philanthropic work to improve food insecurity. Meal equivalencies are calculated in close partnership with our expert charity partners and are based on several factors including targeted group (e.g. children, adults, etc), local needs and regulations in the areas where they serve. For in-kind donations, where no specific meal equivalency calculation is available, Kraft Heinz uses the standard USDA equivalency where 1 meal is equivalent to 1.2 pounds of food.

Kraft Heinz is continuously striving to improve our approach to calculating the impact of our philanthropic work. In 2022, we further improved our meal equivalency calculation methodology in close collaboration with a global partner, which we also applied retroactively from 2020 to ensure consistency. This resulted in a lower restatement of historical meals from 2020-2021. We are still proudly on track to achieving our goal of providing 1.5 billion meals to people in need in advance of 2025.



## Kraft Heinz Employees’ Global Meal Packathon Returns

After a two-year hiatus due to the COVID-19 pandemic, Kraft Heinz employees came “Together at the Table” in 2022 to fight global hunger by packing meals for children and families in need through the annual Kraft Heinz Meal Packathon – our largest company-wide volunteering effort. Organized in partnership with Rise Against Hunger, Kraft Heinz offices and factories around the world joined together to pack approximately 700,000 meals for children and families in need and raise awareness about global hunger. During this employee-led event, Kraft Heinz employees packed Rise Against Hunger’s signature meals that contain a blend of rice, soy, dried vegetables, and a micronutrient sachet developed in collaboration with food science and nutrition experts from Kraft Heinz.

# KRAFT HEINZ BRANDS TAKE ACTION TO SUPPORT COMMUNITIES

## Quero and Comida Invisível Partner to Reduce Food Waste and Hunger in Nerópolis, Brazil

In 2022, our *Quero* brand in Brazil launched an initiative to combat hunger and accelerate the growth of local circular economies by partnering with social tech startup Comida Invisível to create the Nerópolis Without Food Waste program. To start the food recovery program, Kraft Heinz and Comida Invisível secured buy-in from Nerópolis local authorities, business members, food producers, and teachers and enrolled more than 300 food-insecure families.

Through Nerópolis Without Food Waste, which is wholly funded by Kraft Heinz, families were connected to 14,000 pounds of produce that would have otherwise been wasted due to its appearance. Additional support was provided to program participants through community events and increased access to social services and nutritionists. As Kraft Heinz and Comida Invisível look to the next phase of the program, they are planning to significantly grow its impact by expanding to more Nerópolis families and food producers.



## Heinz continues partnership with The LEE Initiative to Help Preserve Black-Owned Restaurants' Cultural Legacy

The *Heinz* Black Kitchen Initiative, a partnership with The LEE Initiative and Southern Restaurants for Racial Justice (SRRJ), began in 2021 with the ambition to celebrate, uplift, and preserve the legacy of Black food by breaking down the barriers that keep Black voices and cooking out of the American culinary pantheon through a grant program for Black food business entrepreneurs.

To further celebrate these voices, we also launched the award-winning Black Kitchen Series podcast, which spotlights Black culinary innovators and the many ways Black individuals are moving the culinary space forward. In 2022, *Heinz* continued this vibrant partnership resulting in more than 65 restaurants across the U.S. receiving grants from the Black Kitchen Initiative and bringing the brand's total grant contribution so far to \$2 million, with plans to continue expanding this program in 2023.

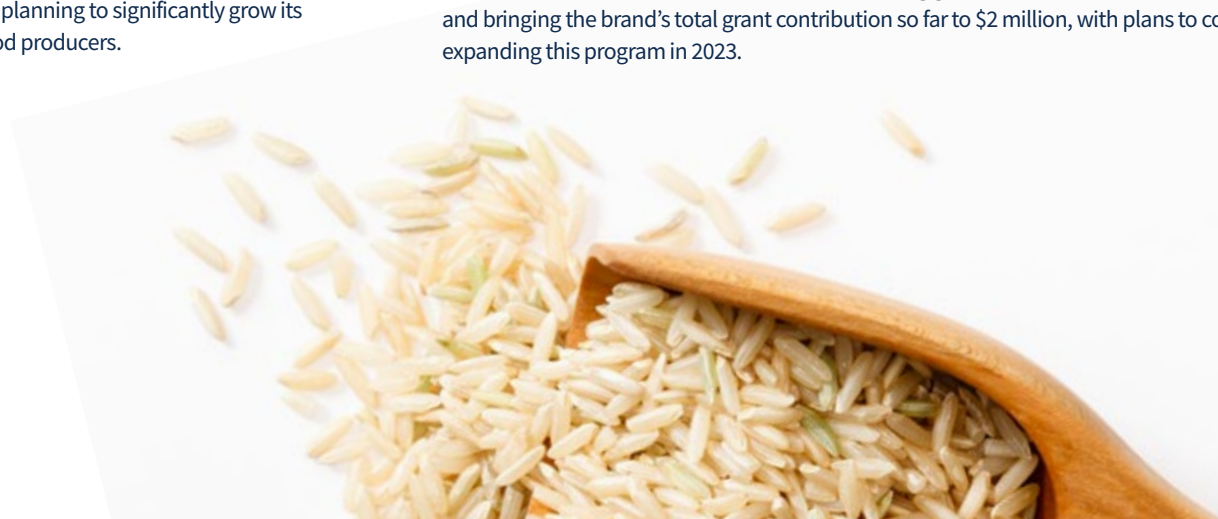


## ABC Brands Meets Community Nutrition Needs in Indonesia

Driven by a commitment to the communities across Indonesia where employees live and work, Kraft Heinz Indonesia, led by our legendary *ABC* brand, strives to do the right thing in all aspects of its business. Kraft Heinz Indonesia collaborates with over 20 local community partners through various food donation programs, donating meal packages to those in need. A key focus of this community work includes efforts in Indonesia to combat hunger while supporting national programs to accelerate stunting prevention, one of the critical social issues in childhood malnutrition.

### Commitment to Zero Food Waste, Zero Hunger Through School Breakfast Programs

In 2022, *ABC* partnered with FoodCycle Indonesia – an Indonesian foodbank – to carry out a 14-week program that prepared and distributed breakfast meals to underprivileged school students in Greater Jakarta, bringing joy and nourishment to these children and ensuring they started their day with hope and possibility. In 2022, *ABC* donated more than 850,000 *ABC* products and 110,000 beverages as part of the meal packages that were provided to almost 3,200 school children through this program.



# RISE AGAINST HUNGER

The Kraft Heinz Foundation (and prior to that, the H.J. Heinz Holding Corporation) has been a partner of Rise Against Hunger since 2013. Originating from the desire to provide nutritious and efficient meals to those facing hunger across the world, our partnership with Rise Against Hunger now impacts a wide variety of issues ranging from addressing global hunger through localized, urgent needs, to wider systemic, long-term projects. Today, we are Rise Against Hunger’s largest partner.

In July 2021, the Kraft Heinz Foundation committed to a \$12 million donation, dispersed over the following three years to support Rise Against Hunger’s global efforts to end world hunger and put last-mile communities on a path to self-reliance. In 2022, during the second year of this commitment, Rise Against Hunger was able to reach over 4.4 million people through food distribution, local procurement, and sustainable agriculture projects.

In 2022, participants in Rise Against Hunger’s sustainable agriculture projects, supported by Kraft Heinz, in India, Malawi, Mali, Philippines, Senegal, South Africa, South Sudan and Zimbabwe, produced 5,538 metric tons of food and impacted more than 1 million people. These projects, which Rise Against Hunger implements with local partners, support long-term food security through a variety of initiatives, including sustainable agricultural training, microenterprise loan programs to support small business, installations of water wells, solar pumps, and more.



## Planting Seeds for Strong Communities

In addition to providing immediate nourishment to people facing hunger today, Rise Against Hunger promotes improvements in agricultural production and rural livelihoods to help individuals increase their incomes and access to food to achieve long-term food security.



Jacquelyne, a wife and mother, lives in Gokwe North, Zimbabwe. The community where she lives is prone to droughts and wildlife disruptions, which creates challenges for her family to harvest healthy crops. The Planting Seeds for Strong Communities project, implemented by Rise Against Hunger and impact partner ADRA International, establishes home-grown school feeding programs and trains farmers in climate-smart agriculture to support long-term food security in Zimbabwe. After participating in the project and receiving Village Savings and Loan Association group training, Jacquelyne now earns an income, which she uses to pay for her education and children’s school fees. She also provides meals at home for her family, alongside her husband, Blyberg, with the help of the community sheller and oil-pressing machine.

*“The introduction of the [program] liberated and empowered me. I now know that I must be an entrepreneur in order to make money. I was able to buy some goats and pay for my education. I was also able to pay for my children’s academic fees.”*





# FEEDING AMERICA

Feeding America® is a nationwide network of 200 food banks and 60,000 partner agencies that serve every county in America. In Feeding America’s words, “to end hunger, we have to make hunger unacceptable,” and that is why the organization encourages everyone to take action in the fight to end hunger in America, where 34 million people—1 in 10 people — face food insecurity.



Our relationship with Feeding America dates back to Kraft Foods Group, Inc., as one of the original groups to provide the organization with financial support in the 1980s.

Today, Kraft Heinz helps Feeding America achieve its mission in a three-pronged approach. First, we help partner food banks meet immediate hunger needs through food donations from our corporate operations. In 2022, we donated more than 18 million pounds of food to the Feeding America network through 33 local partner food banks aligned with our U.S. manufacturing sites, bringing our total since 2019 to more than 78 million pounds of food donated. Second, through The Kraft Heinz Foundation’s philanthropic giving, we are able to significantly amplify food donations to families in need on a planned basis. Third, we further partner with Feeding America through cause marketing and volunteerism, all aimed at our shared mission to end hunger.

*“The movement to end hunger in America takes committed partnerships. By donating food, funding, and volunteer engagement, Kraft Heinz’s deeply rooted partnership with Feeding America helps us provide more meals to more people experiencing hunger. We are beyond grateful for the generous support.”*

– Casey Marsh, Chief Development Officer, Feeding America



## Fresh Produce Sourcing Grants

Kraft Heinz recognizes that healthy and nutritious food is essential in the journey toward food security. As part of our partnership with Feeding America, we support produce procurement programs. While the need for food exists in all pockets of the country, farmers and producers are concentrated in a handful of states, which creates inequity in food banks’ ability to purchase and source certain items. In 2022, a grant from Kraft Heinz Foundation enabled Feeding America’s member food banks to overcome these logistical barriers and purchase millions of pounds of fresh produce for communities across the United States.



## Fight Hunger. Spark Change.

Kraft Heinz participates in Walmart and Sam’s Clubs’ annual *Fight Hunger. Spark Change.* campaign. During this cause-marketing campaign, customers are invited to fight hunger in their communities through direct donations at the cash register or by purchasing qualifying items in all U.S. stores, clubs, or online. Suppliers donate the monetary equivalent of at least one meal (\$0.10) to a Feeding America member food bank with each purchase of a qualifying item at Walmart and five meals (\$0.50) with each purchase of a qualifying item at Sam’s Club. In 2022, Kraft Heinz provided the equivalent of 5,592,910 meals through participation in this campaign.



# SUPPORTING COMMUNITIES IN NEED

## Heifer International

“Over the last several years, it has been a privilege to partner with Kraft Heinz to work together to end hunger and provide self-sustaining food sources. Kraft Heinz has a progressive approach to help create sustainable food sources that perfectly aligns with Heifer International’s mission to end hunger and poverty while caring for the Earth. Together, we have produced 166,000,000 meals within our Heifer Projects, and even more inspiring is their commitment to create a sustainable solution to end the hunger crisis in our world. We are fortunate to have such a strong partner working with us to transform the lives of our farmers and their communities, and the collaboration and innovation between our organizations gives me great hope for the future.”



– Surita Sandosham, President and CEO, Heifer International

## Share Our Strength: No Kid Hungry Campaign

“We are so proud to continue our partnership with the Kraft Heinz Foundation. They deeply understand the issue of childhood hunger and the urgency with which it must be addressed. Their support is crucial to ensuring we are able to help programs reach as many kids as possible. We are so grateful for their continued commitment to No Kid Hungry and giving back to communities around the country.”



– Jill Davis, Chief Resource Development & Growth Officer, No Kid Hungry

Your donations help support programs that feed kids; No Kid Hungry does not provide individual meals. Learn more at [NoKidHungry.org/OneDollar](https://NoKidHungry.org/OneDollar).

## Red Cross

The Red Cross responds to more than 60,000 disasters across the United States every year — mobilizing a team every eight minutes — providing relief, comfort, and hope to people during what can be the worst days of their lives. As large disasters like wildfires, tornadoes and hurricanes increase in frequency and intensity, donations from Disaster Responder members, like Kraft Heinz Foundation, continue to fuel Red Cross readiness and build response capacity in times of crisis.



Disaster Responder Program members pledge financial support in advance of disasters to power the Red Cross with strong infrastructure, trained volunteers, innovative technology, and critical resources necessary to provide relief and support when needed. These donations enable the Red Cross to respond to disasters at a moment’s notice — offering a safe place to sleep, a hot meal, emotional support, and resources to aid in recovery — while also helping prepare people and communities for future disasters.

“Every day, people across the country and around the world turn to the Red Cross for help in the face of emergencies. This has never been more true as disasters continue to increase in frequency and intensity on a global scale due to the climate crisis. We are deeply grateful for the generous and forward-thinking Disaster Responder Program members like the Kraft Heinz Company Foundation, which power us with the critical resources necessary to prepare for and respond to the continuous needs created by climate disasters.”

– Koby Langley, Senior Vice President, Service to the Armed Forces and International Services, American Red Cross





### Greater Pittsburgh Community Food Bank

*“The Kraft Heinz Foundation is a steadfast partner of Greater Pittsburgh Community Food Bank. We share a commitment that children and families should have access to the nutritious food they need to thrive. With support from the Foundation, the Food Bank recently opened its on-site food pantry called The Market. The Market provides supplemental groceries and non-food items to families at no cost. It also assists with referrals to other services like childcare, transportation, and employment assistance. We are thankful to have the support of Kraft Heinz to provide this critical service and for their partnership in other programming that provides meals to children both inside and outside of schools.”*



– Lisa Scales, President and CEO, Greater Pittsburgh Community Food Bank

### Greater Chicago Food Depository

*“Our longtime Chicago neighbors, The Kraft Heinz Company, remain a Strategic Partner of the Greater Chicago Food Depository and our work to end hunger in collaboration with 800 community partner sites across Cook County. Since 2016, Kraft Heinz has provided the equivalent of more than 5 million meals to our neighbors facing food insecurity, including children and older adults – 600,000 meals in the last year alone. We are so grateful to Kraft Heinz for helping us to create a truly Greater Chicago.”*



– Kate Maehr, Executive Director and CEO, Greater Chicago Food Depository

### The Lunchbox Fund

*“Since January 2022, Kraft Heinz’s support has enabled Lunchbox Fund to serve over 2 million meals to 9,950 school children across Southern Africa. Less than 50 percent of the poorest children ever complete school. Many of them, especially girls, are sent out to work, or made to stay home to look after the elderly or younger siblings. A guaranteed meal, served at school, incentivizes parents to keep their children in school, allowing them to graduate. When children know a delicious meal awaits them at school — they arrive on time, attend regularly and are able to focus and learn while they were in class. The impact of these meals cannot be understated. A single educated child, once employed, can take her whole family out of poverty in a single generation. Kraft Heinz’s school meals are life-changing to the world’s poorest children. They are a gate to the future.”*



– Topaz Page-Green, Founder, Lunchbox Fund

### Food Banks Canada – What’s for Dinner?

Building on successful Kraft Heinz Pantry Day campaigns over the past two years, Kraft Heinz Canada rebranded its annual benefit campaign for Food Banks Canada in 2022 to ask, “What’s For Dinner?” During the four-week campaign, Canadians joined the fight against food insecurity by purchasing participating Kraft Heinz products in-store or online. For each participating product purchased, Kraft Heinz matched a meal donation to Food Banks Canada. Participating products included select products across Kraft, Philadelphia, Classico, Maxwell House, Nabob and Kraft Café Barista Coffee and Heinz brands. The initiative, which is part of a larger five-year, partnership with Food Banks Canada, is helping connect the millions of Canadians affected by food insecurity with the meals they need.



### Magic Breakfast


2022 marked the fourth year of our partnership with Magic Breakfast, a charity that provides healthy school breakfasts to hungry and malnourished children in disadvantaged areas of the U.K. What began as a partnership around a shared goal of helping ensure no child is too hungry to learn in the U.K. has since evolved into a deep collaboration between Magic Breakfast and Heinz that looks beyond food support and financial donations to drive long-lasting change to improve child morning hunger. This includes engagement initiatives such as mentoring sessions and work experience weeks for students. We have also helped lobby members of parliament in support of Magic Breakfast’s goal of leaving no child hungry in the U.K. In 2022, Kraft Heinz donated approximately 2 million meals to kids at risk of hunger in the U.K. and maintained delivery of No Added Sugar Heinz Banz to an increased roster of 300 Magic Breakfast partner schools across England and Scotland.



# PRODUCT HEALTH

 Improve **product health & nutrition** by achieving **85%** compliance with Kraft Heinz Global Nutrition Targets by 2025.


PROGRESS  **72%**

 Reduce total **sugar** in our products by more than **60 million pounds** across our global portfolio by 2025.

PROGRESS  **95%**

 Reduce **sodium** by an additional **5%** in our BBQ Sauce and *Kraft* Salad Dressings in North America by 2025.

PROGRESS  **0%**

 Improve use and transparency of **simpler ingredients** by 2025.

PROGRESS

## Global Nutrition Guidelines

The Kraft Heinz Global Nutrition Guidelines are category-specific and set maximum levels for main nutrients of public health concern: total sugars, sodium, saturated fat, and calories. The nutrition targets consider the dietary role of the product as outlined in dietary guidelines (USDA Dietary Guidelines for Americans 2020-2025, Australian Dietary Guidelines 2013, Sante Public France, 2019) and take into account product characteristics as well as technological and safety constraints. They are the foundation we use to develop new products and improve the nutritional value of our current portfolio. We remain committed to increasing positive nutrients and plant-based offerings.

## Progress on Healthy Living Goals

Compliance\* with Kraft Heinz’s nutrition targets increased from 67.7 percent in 2021 to 71.8 percent in 2022. We are pleased with our progress on this goal and have developed roadmaps that are embedded into our business strategy. Further, we have internal incentives in place to drive progress and have strong governance mechanisms (See page 9 on our internal governance structure) in place to ensure we reach our goal of 85 percent compliance by 2025. This increase was driven by the evolution of our global portfolio towards healthier options and the introduction of nutritious new products.

In 2022, we continued our efforts to improve the quality of data and transparency within regions that had not previously been measured. Expanded assessed regions included Poland, Turkey, Egypt and several countries in Latin America. Our data is now representative of approximately 92 percent of our overall scope for this goal.

Further to our nutrition targets, we successfully reduced approximately 47 million pounds of total sugar across our portfolio in 2022 and are now 95 percent toward our goal of reducing 60 million pounds of total sugar across our global portfolio by 2025. This reduction was primarily driven by our *Capri Sun* (see page 35) and *Kool Aid Jammers* sugar reduction strategy but we also continue to make significant sugar reductions globally such as across our *ABC* brand in sauce and juice categories. For example, we reduced sugar by 10 percent in our SOTO sweet soy sauce, which led to a reduction of 270,000 pounds of sugar in 2022. We are still working hard toward implementing sugar reduction products throughout our portfolio and will be developing new goals in the next few years.

In 2022, we initiated development on BBQ Sauce and *Kraft* Salad Dressing recipes for our North America sodium reduction goal with plans to implement in 2024 and 2025. We are actively working on renovating our products and are confident that we will achieve our 5 percent sodium reduction goal. Globally, we made some significant strides in sodium reduction such as in our *Quero* brand sauce and vegetables categories in Latin America (see page 35 for more details).

As we look to the future, we have roadmaps in place to improve the nutrition across our core brands such as *Kraft*, *Heinz*, *Classico*, and across key product categories including a major sodium reduction strategy across soy sauce offerings in China. As we continue on our global nutrition transformation, we will continue reducing sugar, sodium, saturated fat, and calories across our portfolio. Our nutrition priorities in the coming years are to continue reducing nutrients of public health concern and gradually increase positive nutrients (fiber, minerals and vitamins) while addressing consumer preferences related to taste and texture.

\* Inclusive of all countries with measurable data where Kraft Heinz operates. Kraft Heinz Foodservice, Kraft Heinz Ingredients and infant/toddler categories are not included in the overall metric. Kraft Heinz Foodservice and Kraft Heinz Ingredients items do not have specific nutrition targets and infant/toddler product targets are based on local guidelines.





# INNOVATING OUR PORTFOLIO

At Kraft Heinz, we are continuously innovating to deliver consistent quality products respond to and anticipate the needs of our consumers. We engage with partners to develop new products that reflect modern tastes, leading trends, and evolving consumer preferences.

## Partnerships

Kraft Heinz also strives to be at the forefront of ingredient and nutrition innovation and collaborates extensively with academia and other stakeholders to discover novel ingredients and products.

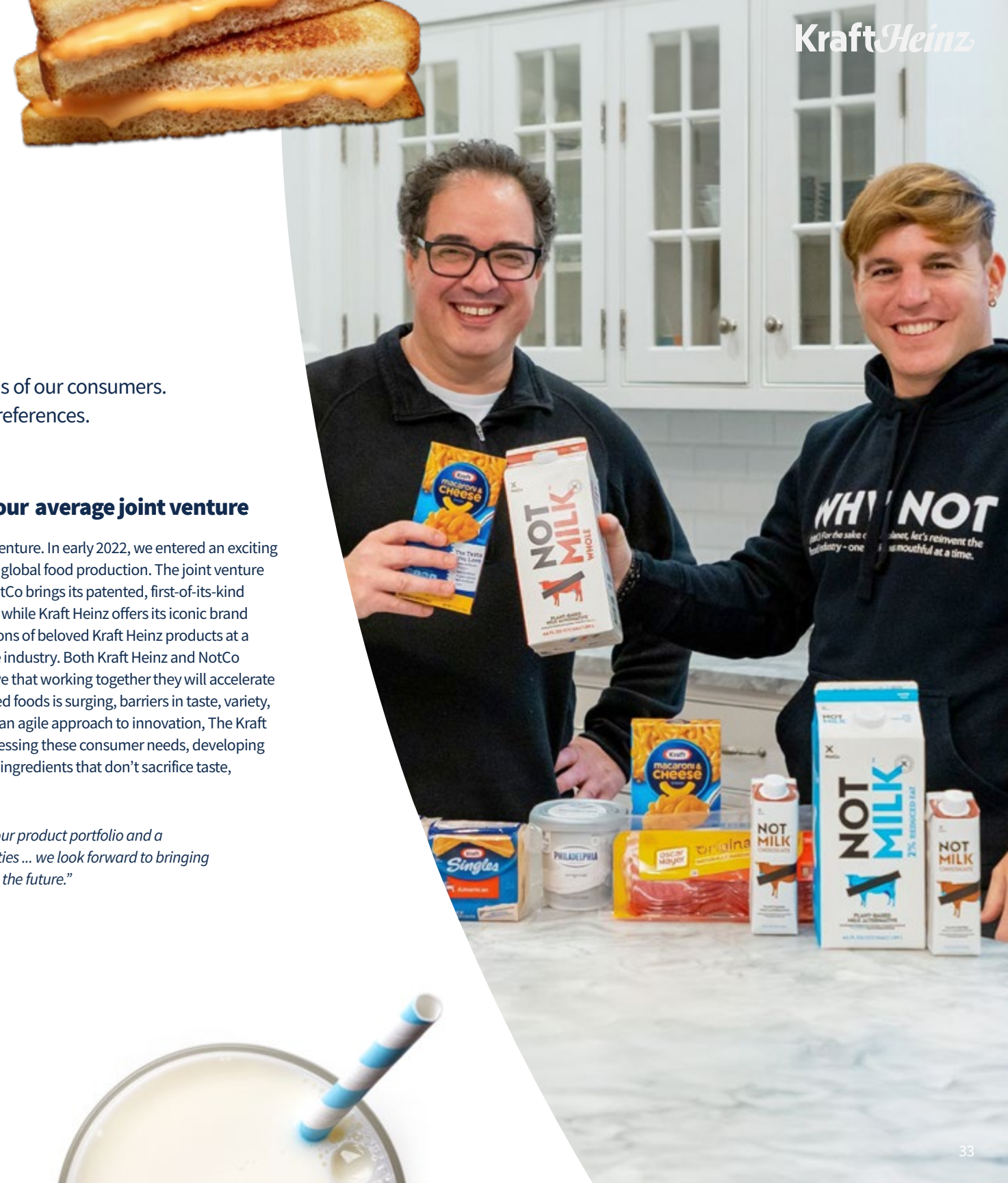
For example, Kraft Heinz partnered with scientists at the Wyss Institute at Harvard University to create a micro-encapsulated enzyme product that can convert sugar to healthy fiber in the human gut. This enzyme has been engineered to only activate when it encounters a rise in pH, such as that which occurs in the transition from the human stomach to the intestines. Crucially, this product can be incorporated into existing food recipes without modifying their sugar content but reduces the amount of sugar absorbed into the bloodstream, thus producing gut-healthy prebiotic fiber. The team is currently extensively testing the enzyme with the hope to launch a startup company to offer the product for sale to food producers.

## The NotCompany Partnership – Not your average joint venture

The Kraft Heinz Not Company – “Not your average” joint venture. In early 2022, we entered an exciting joint venture with The Not Company (NotCo) to reimagine global food production. The joint venture will leverage the inherent strengths of both companies. NotCo brings its patented, first-of-its-kind technology and proven artificial intelligence (AI) solutions, while Kraft Heinz offers its iconic brand portfolio and scale, to develop delicious plant-based versions of beloved Kraft Heinz products at a level of speed, taste, quality, and scale yet to be seen in the industry. Both Kraft Heinz and NotCo share a desire to change the world for the better and believe that working together they will accelerate adoption of plant-based foods. While interest in plant-based foods is surging, barriers in taste, variety, and availability remain. Utilizing NotCo AI technology and an agile approach to innovation, The Kraft Heinz Not Company has made significant progress in addressing these consumer needs, developing plant-based replicas for animal products with plant-based ingredients that don’t sacrifice taste, functionality, or the eating experience.

*“The joint venture is a critical step in the transformation of our product portfolio and a tremendous addition to our brand design-to-value capabilities ... we look forward to bringing delicious plant-based products that can be enjoyed by all in the future.”*

*– Miguel Patricio, CEO Kraft Heinz*





# PLANT-BASED PRODUCTS



Increase our **plant-based offerings**.



At Kraft Heinz, *We are consumer obsessed!* We have listened very closely to conscious consumers who have been interested in more plant-based options to add to their cart. As such, we have been delivering on our goal to increase our plant-based offerings through exciting innovation and alternatives to our most iconic and well-loved products.

## Heinz Beanz Liberation

At Kraft Heinz we are in the midst of a Beanz Liberation. Our goal is to finally take our humble bean out of the can, harnessing its versatility, great taste and nutritional power. We are making a range of delicious, convenient and plant-based products accessible for everyone in the frozen category and beyond.



We offer a range of delicious plant-based products like our *Heinz Beanz Burgers* made from haricot, cannellini and black beans (winner of Product of the Year awards in the U.K.) and our range of *Heinz Beanz Bowls*, such as Smoky Chilli and Beanz Fragrant Coconut Bowl (finalist in the 2022 Grocer New Product Awards). We also launched a range of *Heinz Beanz Nuggets* helping parents who want reduce meat intake for their family and to make mealtimes delicious and nutritious.

In 2022, Kraft Heinz also became a founding member of the Beans is How coalition, a global campaign with the ambitious goal to double the global consumption of beans, legumes, and pulses in the next five years and amplify their importance as a simple, nutritious, and affordable solution to health and environmental challenges.

## Philadelphia Plant-Based

*Philadelphia*, one of our most beloved brands, will be releasing a plant-based version of its iconic cream cheese. The product contains coconut oil to achieve that memorable creamy texture *Philadelphia* is known for along with potato starch and faba bean protein. This product began a limited release in 2022 and is expected to be launched nationally in the U.S. in 2023.



## Kraft NotCheese

Kraft Heinz and NotCo launched a plant-based version of the iconic *Kraft American* cheese. This is the first product from our joint venture with NotCo (See page 33 for more details on this partnership). The product tastes and melts like cheese and will come in American, provolone and cheddar varieties. Key ingredients include coconut oil and chickpea protein. After a successful test market in 2022, *NotCheese Slices* will be rolling out nationally in the U.S. in 2023.



# 2022 HEALTHY LIVING HIGHLIGHTS



## Capri Sun® cuts sugar by an average of 40 percent across the brand

In August 2022, Kraft Heinz launched a new formulation of *Capri Sun* beverages in the United States with an average of 40% less sugar than the prior version. Each single serving will now have on average, 8g of total sugars and 5g of added sugars. Our scientists spent several years perfecting the reformulation to achieve a significant decrease in sugar while maintaining the iconic, delicious taste that earned *Capri Sun* the title of kids' #1 favorite juice drink. Still with the great taste kids love, our major breakthrough was using monk fruit concentrate, a natural sweetener that is gaining popularity in the food and beverage industry.



## Heinz Made for Veggiez

*Heinz* launched a range of sauces to elevate the taste of vegetables and to help time-strapped consumers to create simple and delicious plant-based meals — from patatas bravas to miso-glazed aubergines. The team developed these sauces after noticing a lack of sauce offerings in the market designed to pair with vegetables, despite the growing consumer demand for plant-based diets. The sauces are vegan, gluten-free and contain no artificial colors, flavors, or preservatives. Perfect for dipping, stir-frying, roasting, and marinating vegetables, each sauce is inspired by a different world cuisine to help you make all kinds of tasty recipes.



## Golden Circle® Refreshers

*Golden Circle* Refreshers are exciting new low sugar fruit drinks launched in Australia in 2022. *Golden Circle* Refreshers are a refreshing combination of still water, fruit juice and fruity flavors, and are available in four delicious varieties — Berry Burst, Tropical Sunrise, Wild Waterfall, and Cool Crush. Refreshers fruit drinks are low calorie and low in sugar, with no more than 2.5g sugars per 100ml and have no artificial colors, flavors, or preservatives.



## Quero Sodium reduction journey

A beloved staple of Brazilian consumers, *Quero* prides itself in its commitment to quality and has been on a journey of nutritional transformation. In 2022, the brand reduced sodium by an incredible 50 percent across its canned vegetable category (corn, peas, tomato sauce) and 15 percent across its pasta sauce category. These initiatives collectively removed approximately 880 tons of salt across the *Quero* portfolio.



# INFANT NUTRITION

We are committed to providing better products based on nutrition science, taking into account nutrient requirements specific to this life stage. We aim to provide more natural products, more fruits and vegetables, and smaller serving sizes, and are focused on including important nutrients. Kraft Heinz products are designed to comply with applicable laws in the country of manufacture and marketing. If national legislation is not available, Kraft Heinz products are designed to adhere to the Codex Alimentarius (Codex), a collection of international food standards, codes of practice, and guidelines.

## Heinz Little Kids Organic Puffs

Launched in Australia, our *Heinz* Little Kids Organic Puffs are available in four fun flavors and shapes. Made with lentil or chickpea flour, our puffs are certified organic with no artificial colors or flavors, no added sugar, and come with a Health Star Rating of five stars. Made for little adventurous hands and carefully designed with a light puffed texture, they are a convenient snack option for little ones older than 12 months. Flavors include:

- Chickpea Puffs with Carrot and Broccoli flavors;
- Lentil Puffs with Tomato and Carrot flavors;
- Chickpea Puffs with Pumpkin and Beetroot flavors;
- Chickpea Puffs with Apple and Vanilla flavors.

## Plasmon Nutrimune Smoothie

A new range of six tasty snacks in recyclable pouch format made of fruit, yogurt & cereals Nutrimune, a unique ingredient derived from a proprietary *Lactobacillus paracasei* strain and vitamin C that helps little ones' immune system. These healthy snacks are free from added sugar:

- Strawberry & Yogurt;
- Apple Banana & Cereals;

- Pear Raspberry Yogurt & Cereals;
- Peach & Yogurt;
- Blueberry Coconut & Oat;
- Banana Coconut & Yogurt.

## Whānau Āwhina Plunket Partnership

Whānau Āwhina Plunket is New Zealand's largest provider of support services for the health and well-being of children under five. They are a registered charity and play an important role supporting parents in helping their infants and young children grow and develop. *Wattie's* in New Zealand have proudly supported Plunket through a formal partnership for over 30 years and make financial contributions to Plunket from the sales of select *Wattie's* baby food products. In collaboration with Plunket, *Wattie's* nutritionists have developed a range of useful infant feeding guides to support parents on their infant feeding journey, from starting solids all the way through to managing fussy eating.





# FOOD SAFETY & QUALITY

Kraft Heinz is a globally trusted producer of delicious foods. We are passionate about food safety and quality, and we will not compromise on it. Our Quality & Food Safety Management System gives us and our consumers a high level of confidence in the safety and quality of the food on our plates.

## Our Best-in-Class Food Safety & Quality Systems

We implement a consistent, comprehensive food safety and product quality management process across our global supply chain. Through this, Kraft Heinz is committed to meeting regulatory compliance and industry standards. Our food safety and product quality management process has been designed by us for us. We utilize leading methodologies to ensure food is manufactured safely, complies with all applicable regulations, and meets or exceeds our own high-quality standards we've set for our products.

Our quality and food safety management system helps ensure our owned factories and our vendors are also compliant with Global Food Safety Initiative (GFSI) recognized certification (e.g., FSSC 22000). Many of our factories undergo third party audits and achieve third party certification to demonstrate this. Kraft Heinz also serves on the GFSI Steering Committee (alongside major producers and retailers), working through challenges to enable the GFSI objectives, including governance and technical working groups.

## Focus on Excellence and Continuous Improvement

In order to ensure constant improvement of our food safety and product quality management system, we also monitor other external metrics including product recall, serious incidents, and consumer complaints. We are driving continuous improvement in our processes and systems which results in very high First Time Right scores and therefore reduces product waste.

Kraft Heinz quality, operations, and other functions are deploying a transformational management system focused on the principles of transforming the culture and mindset of our teams through best-in-class collaboration, teamwork, waste reduction, efficiency, and product safety.

We are continuously investing in quality and food safety processes and constantly improving our testing and controls as well as the reliability of our equipment. We are pioneers in deployment of advanced analytics and AI to predict and eliminate future failures and events potentially affecting product safety and waste.

## Driving Compliance Beyond Industry Regulations and Standards

In order to drive compliance and food safety beyond industry standards, we established Golden and Platinum Rules that are part of our DNA. The level of compliance of our own sites and vendors we work with is continuously monitored and measured against these rules.



# RESPONSIBLE MARKETING

**Kraft Heinz is committed to marketing and advertising its products in a responsible and transparent manner.**

Employees responsible for creating, approving or placing marketing materials for Kraft Heinz have primary responsibility for compliance with Company guidelines, and such marketing team members are formally trained regarding requirements and expectations pursuant to various marketing policies, including a Marketing to Kids Pledge. In the United States, Kraft Heinz abides by a comprehensive set of marketing to children standards: **Children’s Food & Beverage Advertising Initiative (CFBAI)**, **Children’s Online Privacy Protection Act (COPPA)** and **Children’s Advertising Review Unit (CARU)**.

As noted in our **Pledge** and **CFBAI’s Core Principles**, Kraft Heinz’s commitments relating to marketing to children include:

- No advertising directed to children under 6 years of age;
- Only qualified products which meet CFBAI’s uniform nutrition criteria may be marketed to children ages 6 to 12;
- Guidelines apply to media (e.g. TV, internet, radio, etc.) that is primarily directed to children;
- No in-school marketing below the university level.

Similarly, in Canada, Kraft Heinz complies with *The Code for the Responsible Advertising of Food and Beverage Products to Children*, which requires that any advertising of food and beverages primarily directed to children under the age of 13 satisfy certain established nutrition criteria.

In Europe, we adhere to clear guidelines and requirements, including the U.K.’s **OFCOM** and **Advertising Standards Authority**, as well as the Netherlands **Code of Conduct on Kids Marketing**.

In Australia and New Zealand, Kraft Heinz has a rigorous cross-functional internal approval process for advertising and marketing material across digital, online, and physical media. This includes consideration and adherence to responsible marketing codes, such as:

The Australian Association of National Advertisers (AANA) Codes, including the Food and Beverages Advertising Code and Children’s Advertising Code.

The New Zealand Advertising Standards Authority (ASA) Codes, including the Advertising Standards Code and Children and Young People’s Advertising Code.

The Codes’ requirements include:

- Not undermining the importance of a healthy and active lifestyle nor the promotion of healthy balanced diets;
- Not encouraging excessive food and beverage consumption through disproportionate portion sizes to the setting or as contrary to the dietary guidelines;
- Not targeting children with advertising or sponsorship of ‘occasional’ food and beverage products.



## Guidelines for Marketing Breast Milk Substitutes

We are committed to the health and well-being of mothers, infants, and young children. We support the WHO’s recommendation that babies are exclusively breastfed for the first six months of life, followed by the introduction of nutritionally adequate and safe complementary foods. The Company complies with the World Health Organization (WHO) International Code for Marketing of Breast-Milk Substitutes. To further demonstrate our positions and approach on the manufacture and marketing of breast-milk substitutes, Kraft Heinz has established and published its **Policy on Breast-Milk Substitutes**.



# TRANSPARENCY & LABELING

We have a responsibility to communicate information about our products to ensure that consumers can feel good about what they are feeding their families. At Kraft Heinz, we're committed to being transparent and helping consumers make informed food and beverage choices, whether at home or at the grocery store.

## Front of Pack Nutrition Labeling

Consumers consistently say they want more information on how their food is made and what it contains. To address this need, we are voluntarily making our nutrition information easier for consumers to find by providing nutrition information on the front of our product packaging in certain markets.

### Facts Up Front: U.S.

We have widely implemented the **Facts Up Front** program for key Kraft Heinz products to help consumers plan nutritious meals for their family. This voluntary program was developed in the U.S. in 2011 to increase nutrition transparency and access by displaying calories, saturated fat, sugar, and sodium on the front of each package. The visual informs consumers about the nutrients in each product and how they fit into a balanced and healthy diet as part of the federal daily dietary advice.

### Health Star Rating: Australia & New Zealand

Kraft Heinz supports the voluntary Health Star Rating front-of-pack labelling system in Australia and New Zealand. The **Health Star Rating** system rates the overall nutritional profile of packaged foods using a strict calculation and assigns a rating from ½ a star to 5 stars. The Health Star Rating is an easy way to help consumers compare the nutrition of similar packaged foods and make healthier food choices. The Health Star Rating system was implemented in 2014 in Australia and New Zealand, and was developed by governments in collaboration with public health experts, the food industry, and consumer groups. Kraft Heinz continues to support and implement Health Star Ratings on a number of our packaged food products in Australia and New Zealand.

## SmartLabel

In the U.S. and Canada, we provide product information through the **SmartLabel website**. Responding to the informational needs of today's consumer, the SmartLabel initiative enables Kraft Heinz to provide consumers with the detailed information they seek about our products. More than 2,600 Kraft Heinz products have been listed on [smartlabel.org](http://smartlabel.org), including *Boca*, *Capri Sun*, *Classico*, *Gevalia*, *Mio*, *Jell-O*, and many others, with plans to add more for both the U.S. and Canada.

## Traffic Light: United Kingdom

Our journey toward more transparency involves listening to our stakeholders. By participating in the **Traffic Light** program in the U.K., we hope to provide consistency in labeling to U.K. consumers. Under the traffic light system, food and drink labels show whether levels of sugar, salt, and fat are high, medium or low using red, amber and green traffic light colors — and is based on the amount per 100g.





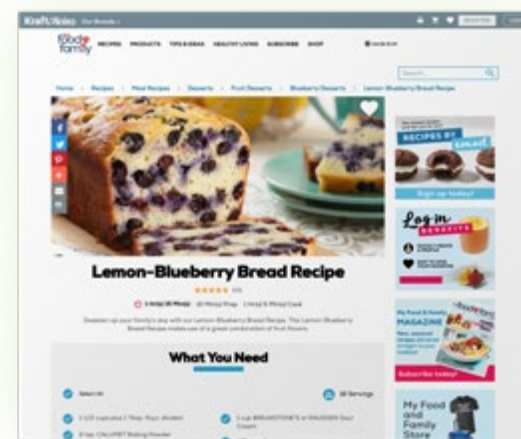
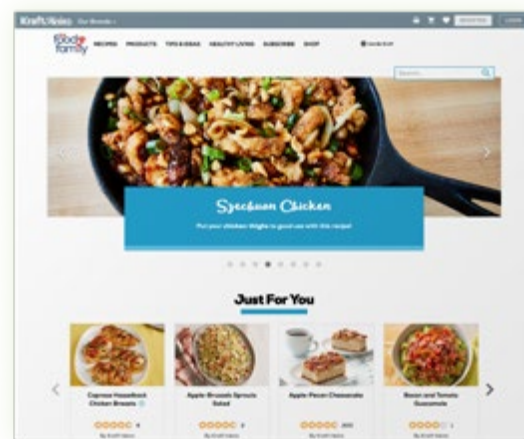
# HEALTHY LIVING RECIPES

As part of our continuous efforts to support the needs of today’s consumers to prepare, serve, and enjoy delicious snacks and meals, our culinary teams are developing new and innovative recipes. Our internal dietitians and nutritionists have established criteria to help consumers identify recipes which fit within relevant guidelines for healthy eating.

**United States and Canada:** Our websites in the United States (*My Food and Family*) and Canada (*Kraft Canada*) offer consumers the ability to find recipes tailored to their specific tastes and dietary needs. Our Healthy Living recipe collection features recipes that meet nutritional guidelines established by our registered dietitians. We plan to continue expanding our content to meet the diverse and changing needs of consumers.

**Europe:** The Kraft Heinz Nutrition Recipe Guidelines provide guidance in developing nutritious and balanced meals using Kraft Heinz products, while minimizing less desirable ingredients and promoting responsible portion sizes.

**New Zealand:** Our *Food in a Minute* from *Wattie's* is one of New Zealand’s most popular recipe sites reaching approximately half the population every year. Focused on becoming the go-to resource for foodies and beginner cooks alike, our recipes are trend and insight driven and feature our wide variety of products. With hundreds of recipes for every occasion, from quick dinner ideas to meals for special occasions, Food in a Minute has something for everyone. We also have a ‘Healthier Pick’ recipe collection, which has been reviewed and assessed by our nutritionists and meets our requirements for energy, added sugar, sodium, saturated fat, fiber, and vegetable content. Our nutritional criteria are published online for consumers to access, in line with our commitments to transparency and supporting healthy living.





# WE OWN OUR SAFETY

## Safety in the Workplace

Kraft Heinz is committed to providing a healthy, safe, and secure workplace for employees, contractors, and all people who visit our facilities. Safety Management is built into our fully integrated Kraft Heinz Management System (KHMS), combining best-practice safety principles with other operational functions in a continuous improvement framework. The Environmental, Health, and Safety (EHS) pillar within KHMS states clear expectations and practical steps to manage risk and avoid injuries, and requirements are expected to be followed in every Kraft Heinz facility. We track and measure implementation through internal audits, with results reflected in Management-by-Objectives KPIs and Factory Championship rankings. Due to robust site-level implementation, Kraft Heinz improved its safety KPIs over the last year, representing some of the best results among our industry peers.

## Severity Prevention

The severity prevention indicator provides significant input to our global EHS program. It establishes a culture of intervention that encourages all employees and contractors to proactively identify and report near misses and unsafe conditions and behaviors. In this way, we can anticipate preventative actions to address these situations before they escalate to an actual injury.

We study near-miss data thoroughly and have identified the top three precursors to accidents: safe access to and securing of machinery, powered industrial vehicles, and hazardous materials. The identification of these precursors has enabled us to focus on the instances that could lead to severe injuries or fatalities and prevent them. Our leadership is engaged in understanding how these precursors may harm our people and operations and ensures the allocation of resources to mitigate or eliminate risks.

In addition, Kraft Heinz manufacturing employees have access to many tools and programs to help keep safety in mind. These include STOP. THINK. ACT., a program to support the proactive reporting of near misses and unsafe conditions or behaviors, and Safety Triggers, a tool to help employees anticipate the potential risks of their tasks by taking a step back and identifying potential safety triggers prior to starting their task.

## Total Recordable Incident Rate

Our compiled worldwide Total Recordable Incident Rate (TRIR) is a medical incident rate based on the U.S. Occupational Safety and Health Administration (OSHA) record-keeping criteria (injuries per 200,000 hours).

2022 saw continued progress in our Worldwide Safety Performance, resulting in a 0.53 TRIR, improving approximately 15 percent as compared to 2021. Kraft Heinz is proud of its safety track record, having delivered year-over-year incident reductions since its inception. We will keep strengthening our safety culture towards our goal of zero loss.

**2022 TRIR**  
**0.53**





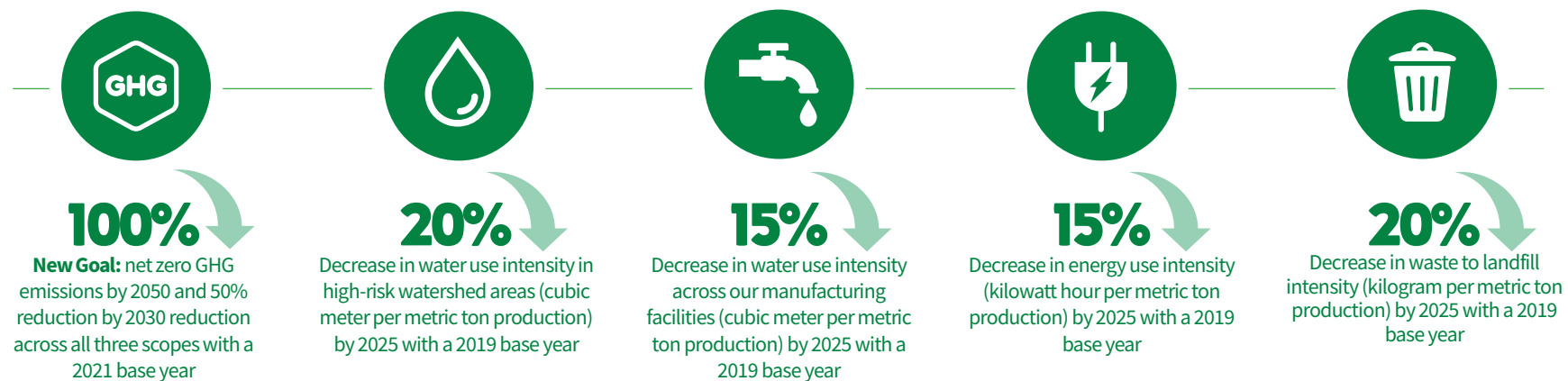
# ENVIRONMENTAL STEWARDSHIP

At Kraft Heinz, environmental stewardship is key to our focus on sustainable growth. It begins with our operational footprint, where we actively strive to conserve water and energy, reduce emissions, minimize waste, and make our packaging sustainable. Our manufacturing facilities are under our operational control and can consume substantial amounts of resources, so we focus significant efforts on environmental stewardship inside of our walls. We also prioritize reducing our impact across our value chain both upstream with our suppliers and downstream with customers and consumers.



# ENVIRONMENTAL SUSTAINABILITY GOALS

Kraft Heinz is committed to reducing its operational environmental footprint. We have prioritized projects across our global manufacturing network in the areas of water conservation, energy use and greenhouse gas emissions (GHGs), waste reduction, and packaging.



In 2022, we reduced water use intensity by 8.7 percent for all facilities, and by 16.07 percent in high-risk watershed areas. We also reduced energy use intensity by 4.22 percent, and waste to landfill intensity by 18.40 percent. This performance was primarily driven by acquisitions and divestitures in 2022 that readjusted our baseline year calculations.\* We are working to ensure that any new acquisitions have a strong strategy in place to improve their environmental footprint and are further pushing our global facilities to continue to drive progress and share best practices with one another. We remain confident we have set up the proper management systems (read more about our Kraft Heinz Management system to the right) and governance structure, and are leveraging appropriate resources to keep us on course toward achieving our manufacturing ESG goals by 2025.

stages of our operations, and we continue to learn from external perspectives, as well as ourselves, by continuously fostering efficiency improvements in an environment of collaboration, ownership, and innovation. The Kraft Heinz Management System (KHMS) is a set of standard practices and routines that is tailored to advance our operational excellence journey. KHMS is one of the key drivers of our sustainable manufacturing strategy as it guides the implementation of practices to reduce water use, energy use, GHG emissions, and waste output. These practices help guide our manufacturing teams, continuously challenge themselves toward our strategic goals, and learn better ways to improve and sustain their results.

We continue to recognize the significant environmental impacts a growing population can have, and we remain steadfast in balancing production processes that can meet global food demand with efficient operation. Through thorough assessment and strong management processes and routines, we see opportunities for improvement at various

\* In 2022, the combination of divestitures and acquisition passed our 5 percent materiality threshold and thus data from these facilities were added and removed respectively from our baseline year. In total we have added one facility (as part of our Assan Foods purchase) and removed 11 facilities divested between 2019 and 2022 across the globe from our baseline year. Please note that environmental data for years between the base year and reporting year are not recalculated as per our Basis of Reporting for key ESG indicators.



## Kraft Heinz Management System

The Kraft Heinz Management System (KHMS) standard practices are organized into eight pillars, each with its own specific function but simultaneously interconnected to drive sustainable efficiency improvements. Since adopting this framework, we have completed many innovative and impactful projects across the world and made significant positive progress toward our ESG goals. The following pages describe our progress and examples of successful projects across each of our environmental goals.

# WATER USE & CONSERVATION



Reduce **water use intensity by 15%** across our manufacturing facilities by 2025 (per metric ton of product made).



Reduce **water use intensity by 20% in high-risk watershed areas** by 2025 (per metric ton of product made).



Water is fundamental to all life and business either directly or indirectly. Making high-quality products requires that we begin with high-quality ingredients, of which fresh quality water is a key input. As a food and beverage company, having access to sufficient amounts of high-quality fresh water, both now and in the future, is critical to our business. Water is used in many areas of our value chain. It is a vital input for growing various agricultural ingredients we use in our products. We also use water as a direct ingredient in many of our products and as a key part of our manufacturing, cleaning, and sanitation processes. Access to high-quality water is pivotal for us to achieve our high standards of food safety and quality. High-quality water will continue to be a vital component throughout our value chain.

Kraft Heinz is committed to water stewardship in each aspect of our business. Within our operational boundary, we are committed to reducing our water use intensity by 20 percent across manufacturing facilities in high-risk watershed areas and 15 percent across all manufacturing facilities by 2025 with a 2019 baseline. Our water reduction strategy consists of a variety of aspects, including partnerships with water efficiency experts, water recycling programs, and best practice sharing among our global facilities.

Across our supply chain, we manage water risk as part of our commitment to supplier sustainability. In general, all Kraft Heinz suppliers are asked to abide by our Supplier Guiding Principles, which include stipulations on responsible water stewardship. For key commodities, we have more in-depth mechanisms to oversee water stewardship such as our Sustainable Agricultural Practices Manual, sustainably-sourced tomatoes goal, and grower audits (see page 67 for more details on our sustainable agriculture program).



## WATER USE & CONSERVATION (CONT.)

### 2022 Progress

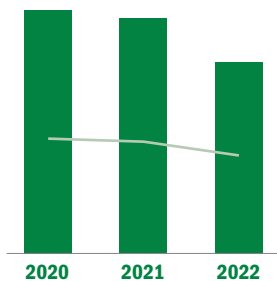
In 2022, we improved water use intensity by 8.7 percent (all facilities) and 16.07 percent (high-risk watershed areas) compared to our 2019 baseline. We achieved this through furthering our water recycling and efficiency programs and rolling these programs out globally.

Our Escalon facility in California is a long-time champion of water circularity and has incorporated innovative ways of improving its water footprint. The facility produces approximately 200-350 million pounds of tomato products each year which go on to make many products such as tomato paste, puree, and pizza sauce for our food service customers. Recognizing that tomatoes are made of approximately 95 percent water, the facility developed innovative ways to extract and reuse this excess water through evaporation to run boilers and the facility's can washing system. The facility generates approximately 600,000 gallons of water from tomatoes daily when at full capacity, which significantly reduces its reliance on Escalon's municipal water supply. The facility also redirects excess solid waste from the tomatoes to other beneficial uses such as soil amendments and animal feed resulting in virtually no tomato-related waste at the facility.



### Looking Ahead

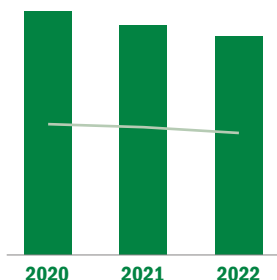
At Kraft Heinz, we are always striving to further understand risks and manage water stewardship across our value chain. We intend to update our global water risk assessment of our manufacturing facilities in 2023 and release a global water policy in the next few years. We will share more details in future reporting.



Water Use Goal Progress (All Manufacturing Facilities)\*

	2020	2021	2022
Water Use (Megaliters)	41,470	39,778	32,608
Water Use Intensity (Cubic meters per metric tons production)	5.26	5.14	4.5

We aim to decrease water use intensity by 15 percent in all manufacturing facilities by 2025. In 2022, we reduced overall water use intensity by 8.70 percent as compared to our 2019 baseline.



Water Use Goal Progress (High-Risk Watershed Manufacturing Facilities)\*

	2020	2021	2022
Water Use (Megaliters)	12,391	11,532	10,765
Water Use Intensity (Cubic meters per metric tons production)	7.34	6.79	6.5

We aim to decrease water use intensity by 20 percent by 2025 at our water stressed sites. In 2022, we reduced water use intensity by 16.07 percent as compared to our 2019 baseline.



## Improving Water Use at our Shanghai Facility

An excellent example of how we're achieving this progress is in our Shanghai facility that makes many well-loved products for the Asia Pacific region such as our Master brand soy sauce. The facility successfully reduced their water intensity by 20 percent compared to their 2019 baseline, three years in advance of the 2025 goal. The team follows three simple principles: Reduce, Reuse, Recycle, and achieved the goal through effective condensate recovery, a bottle rinsing recycling program, 'clean-in-place' recycle and optimization, environmental management system digitalization and better measurement and monitoring practices which together save approximately 66 million liters of water a year.



\*Please note that environmental data for years between the base year (2019) and reporting year are not recalculated for acquisitions and divestitures as per our Basis of Reporting for key ESG indicators.

# WATER RISK ASSESSMENT

We conduct a water risk assessment of our global manufacturing operations every 2-5 years with interim assessments as needed. These assessments leverage the World Resources Institute’s (WRI) Aqueduct tool along with the subject matter expertise of an external consulting partner. We then evaluate our watershed conditions to validate economic scarcity factors not fully addressed by the database indicators. For each of our evaluated facilities we identify physical, reputational, social, and water quality risks.

Our water risk assessment was last updated in 2020. As of December 2022, of the 78 manufacturing facilities we operate, 18 facilities had some degrees of elevated water stress. Water use from these facilities is derived from approximately 63 percent municipal, 27 percent bore, and 9 percent surface. In addition to water reduction targets, we also developed a plan that focuses on high-risk areas to drive improvements and mitigate risks, and to provide updates into our ongoing risk evaluation. We evaluate any interim mitigation strategies as needed. We are planning to update our water risk assessment for our manufacturing facilities in 2023.



# ENERGY USE & CONSERVATION

Reduce **energy use intensity by 15%** across our manufacturing facilities by 2025 (per metric ton of product made).

PROGRESS -4.2%

Manufacturing our products to finished packaged goods and maintaining our highest standards of safety, quality, and sanitation, all while providing a comfortable and secure environment for our employees to work, can consume significant amounts of energy. In this type of interdependent environment, we know many opportunities exist to reduce energy consumption through operational optimization. Our scale provides us with a unique ability to test concepts at various facilities, learn, prove outcomes, and then implement successful energy-savings initiatives across our business.

We are on a journey of continuous improvement to identify our opportunities in this area and capitalize on them. Kraft Heinz is committed to reducing energy intensity by 15 percent across our manufacturing facilities with a 2019 baseline. Our energy reduction strategy includes a variety of aspects such as advanced monitoring and the implementation of our good operating practice guidelines such as machinery upgrades, heat recovery projects, and improved condensate return.

## 2022 Progress

In 2022, we improved energy use intensity by 4.22 percent across our manufacturing facilities compared to our 2019 baseline. Our progress was largely driven by significant acquisitions and divestitures in 2022. While we are working on improving the energy efficiency of our newly acquired facilities, our current sites have been continuously improving their energy strategy through efficiency measures and equipment upgrades.

Our Northgate, Australia facility has been making our iconic *Golden Circle* juice and canned products loved by consumers for 75 years. Last year, the facility initiated a boiler blowdown improvement project to further improve their energy efficiency. The project redirected water that was previously discharged after usage in the boiler due to impurities. By installing on-facility tubing and recycling systems, this boiler blowdown

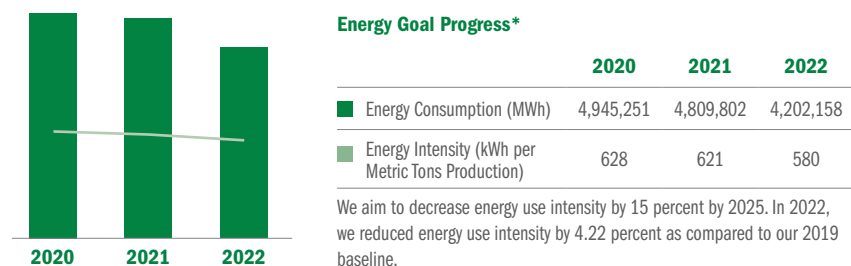
water was then recycled and mixed in with fresh water coming into the boiler. This project resulted in significant heat recovery which reduces the facility’s reliance on non-renewable resources for heating.

Our Mont Royal, Canada facility invested in a program to better identify and repair air leaks across the facility. The initiative included activities such as utilizing better monitoring technologies to diagnose air leaks and embedding more consistent inspection practices throughout the year. As a result, the facility saved approximately 885,000 kilowatt hours of electricity in 2022.

## Looking Ahead

We are rolling out a robust energy reduction roadmap in line with our global net zero strategy. Our goal is to have better control of our energy usage by in-housing critical production processes. While this may diminish progress on our energy intensity goal in the short-term, we are committed to delivering energy and GHG reductions through electrification, heat recycling, and equipment retrofitting older machinery in the longer-term.

In 2023, we are focusing on energy roadmaps related to our largest global sites.



\*Please note that environmental data for years between the base year (2019) and reporting year are not recalculated for acquisitions and divestitures as per our [Basis of Reporting for key ESG indicators](#).



# NET ZERO AND SCIENCE BASED TARGETS

Achieve **net zero carbon emissions** by 2050, halving same by 2030.

PROGRESS

At Kraft Heinz, we have pledged to achieve net zero greenhouse gas (“GHG”) emissions across our operational footprint (Scope 1 and Scope 2) and entire global value chain (Scope 3) by 2050, establishing our major commitment to contribute to global efforts to reduce the ongoing threat of climate change. As a milestone on our path to achieve net zero emissions, consistent with the Science Based Targets Initiative (SBTi), we will target a near-term absolute emissions reduction of 50 percent by 2030 across all three scopes with a 2021 base year.

A considerable portion of our total carbon footprint is produced from our Scope 3 emissions, and more specifically originate in our supply chain (see graphs to the right for emissions breakdown). Agricultural and ingredient-related emissions are particularly significant and provide the greatest opportunity for reduction through increased collaboration and transitioning to regenerative agriculture.

## 2022 Progress

We began a partnership with external climate experts to help us define our pathway to net zero. In late 2022 we worked to define technical decarbonization pathways for Kraft Heinz and develop our approach to addressing product carbon intensity through portfolio growth choices and product formulation. During this process, we worked very closely with our executive leadership team on the development of our roadmap.

Key focus areas of our net zero program include:

- Reducing the impact of enteric emissions by partnering to scale methane inhibitors and anaerobic digesters for meat and dairy ingredients;
- Revising sourcing specifications for key commodities including regenerative agriculture, deforestation and conversion-free commitments and localization of sourcing;
- Transitioning to more circular and lower carbon packaging;

- Building the cost of carbon into our financial planning and investment decisions;
- Further aligning internal performance incentives with net zero targets;
- Transitioning to net zero manufacturing facilities and improving our logistics footprint.

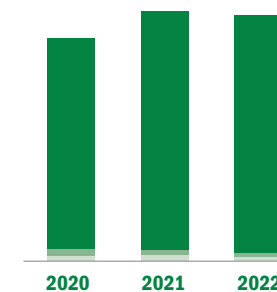
## Sourcing Localization Initiative

A significant portion of our GHG emissions reside in our upstream transportation and distribution network. To reduce our operational footprint, Kraft Heinz began a journey to improve the efficiency of our sourcing through localization initiatives in our Egypt and Eastern Europe operations. Kraft Heinz teams worked to build capacity with local suppliers in the regions to ensure a stable supply and reduce transportation miles while also improving price and reducing supply risk. For example, thanks to localization efforts launched this year in Poland, we are proud that next year, almost 100 percent of tomato paste used in our *Pudliszki* branded finished goods will be sourced from more than 150 small farms that are within 60 kilometers of our production facility. As we look to the future, we intend to further improve localizing and regionalizing procurement of key commodities.



## Looking Ahead

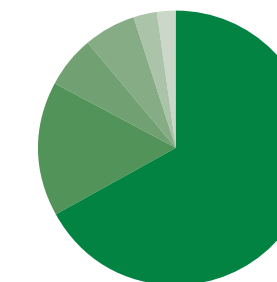
While we have made incredible progress in 2022, we have substantial work ahead of us. In 2023, we are working to further embed our net zero strategy within our 10-year strategic plan and submit our targets and roadmaps to the Science Based Targets initiative. We are exploring investments in critical technologies including carbon removals, where we have clear scientific evidence of material GHG emissions reduction.



Scope 1, 2 and 3 Greenhouse Gas Emissions Progress (Metric tons CO2e)

	2020	2021	2022
Scope 1	605,606	586,455	501,786
Scope 2*	704,689	616,650	457,547
Scope 3	25,026,531	27,616,259	27,426,878

\* Market-based



2022 Scope 3 Emissions Breakdown (Metric tons CO2e)

Scope 3 Category	2022
Purchased Goods & Services	18,204,280
Upstream Transportation & Distribution	4,274,540
Downstream Transportation & Distribution	1,515,217
Use of Sold Products	1,993,377
End-of-Life Treatment of Sold Products	844,525
All Other Categories	594,939

We are continually striving to improve the accuracy of our Scope 3 emissions reporting. There were several material amendments made to our 2021 Scope 3 figures due to data error, improved data quality, inclusion of FLAG emissions, and/or improvements in calculation methodology.



# RENEWABLE ELECTRICITY

Kraft Heinz is committed to operating responsibly and doing our part in the critical global efforts to reduce the harmful impacts of climate change.



Procure majority of electricity from **renewable sources** by 2025.



A big component of this commitment is both reducing how much energy we consume, and thereby reducing the associated emissions where applicable, as well as rethinking our energy sources and supporting to expedite the energy transition. As such, we are committed to procuring the majority of electricity from renewable sources by 2025.

## 2022 Progress

In 2022 we made major headway on our renewable energy commitments toward our 2025 goal. Our first large scale renewable electricity supply started in June 2022 and by year-end, approximately 15 percent of our U.S. manufacturing facility electricity consumption for the year was supplied from renewable sources. Globally in 2022, we contracted renewable electricity capacity that will come online in multiple phases over the next two years equating to approximately 46 percent of our current manufacturing facility demand.

## BHE Renewables Investment

We also signed a virtual power purchase agreement (“vPPA”) with BHE Renewables, a Berkshire Hathaway Energy business, for our U.S. operations, which make up a significant portion of our global energy usage. This partnership will initially cover approximately 30 percent of the energy usage at our U.S. manufacturing facilities; and at the start of 2025, this amount is expected to increase to approximately 60 percent. The renewable energy is delivered by BHE Renewables’ 158-megawatt Gopher Creek wind farm in Scurry County, TX.



## Repsol Wind Energy Investment

In June 2022 we announced a 12-year vPPA with Repsol, a global multi-energy company operating across more than 20 countries and based in Madrid, Spain. This was our first investment in wind energy, and we expect to source over 90 gigawatt hours per year of renewable energy from Repsol’s largest wind project, Delta II (Aragon, Spain) – equivalent to powering approximately 90 percent of Kraft Heinz’s European manufacturing facilities, which is the majority of our European load. The vPPA is expected to generate enough renewable electricity to power approximately 25,000 average EU households per year at its peak.



## Looking Ahead

We are excited by our progress in 2022 and confident that we will reach our 2025 renewable electricity procurement goal. We are currently identifying and implementing new renewable energy projects across the world to support our net zero commitments. Kraft Heinz is planning to expand through impactful projects, offering verification and additionality to the build-out of renewable electricity generation capacity, and supporting decarbonization of local grids and our operations.



# WASTE REDUCTION



Reduce **waste to landfill intensity by 20%** across our manufacturing facilities by 2025 (per metric ton of product made).



At Kraft Heinz, we think about waste holistically. To source, produce, and package food and beverage products requires several inputs and outputs related to ingredients and byproducts, material flows, and end-of-life packaging considerations. When we think about materials and food-related flows, detailed waste evaluations help us identify where we can ‘prevent, reduce, repurpose, and recycle.’ In fact, our owned global manufacturing facilities divert more than 90 percent of our solid waste to recycling or byproducts usage.

Kraft Heinz is committed to reducing our waste to landfill intensity by 20 percent across manufacturing facilities with a 2019 baseline. Our waste reduction strategy includes a variety of levers including waste minimization and diversion to beneficial use.

## 2022 Progress

In 2022, we improved waste intensity by 18.4 percent compared to our 2019 baseline. Our facilities have been steadfast in their waste minimization through the identification and reallocation of waste streams for beneficial use, primarily for food and packaging waste.

We are proud to share that our Elst, Netherlands and Pasuruan, Indonesia facilities were certified as Zero Waste to Landfill in 2022.

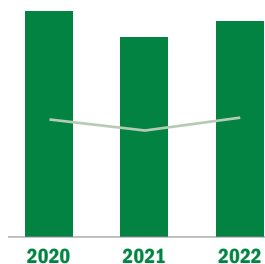
As an example of our positive waste progress, our facility in Pasuruan, Indonesia – where many well-loved favorites from our ABC brand are produced – achieved Zero Waste to Landfill status verified by an independent third-party. The facility diverts its waste to various beneficial uses. For example, all byproducts from the production process (such as soy cake and soy residue) are diverted to the animal feed industry. Unused packaging is recycled and reused where applicable. The facility also initiated an innovative

collaboration with Re>Pal, a sustainable pallet manufacturer that creates zero waste pallets by fully utilizing difficult to recycle plastics with their unique ThermoFusion™ technology. We trialed the use of ABC and Heinz pouches in Re>Pal’s HD1210 pallet which proved to be a success. We are now looking to use these pallets in our own logistics program.

## Looking Ahead

As we look to the future, we are continuing to prioritize key global facilities for waste elimination. Our facilities continue to seek opportunities to reduce the waste we generate and divert waste for beneficial reuse and other by-products.

We are also focused on improving manufacturing yield and thus reducing and eliminating waste early in the production process.



Waste to Landfill Goal Progress\*

	2020	2021	2022
Waste to Landfill (Metric tons)	92,856	82,617	89,296
Waste to Landfill Intensity (Metric tons waste per metric tons production)	0.012	0.011	0.012

We aim to decrease waste to landfill intensity by 20 percent across our manufacturing facilities by 2025. In 2022, we waste to landfill intensity by 18.40 percent as compared to our 2019 baseline.



Bales of unusable packaging from our Fresno facility ready to be shipped out for recycling.

A sample of corner board developed from recycled Kraft Heinz packaging materials. This product is reusable and is an important protective barrier when shipping products to reduce wastage.

## Reducing Waste with Northstar Recycling

In North America, we work closely with our partner Northstar Recycling to support our journey towards reducing waste to landfill across our manufacturing facilities. In 2022, our Fresno facility diverted approximately 49 metric tons (8 percent of their landfill waste stream) of defective or unusable packaging from the landfill towards beneficial uses. To accomplish this, the team began baling this material and worked with Northstar to identify a recycling stream which converted the packaging into reusable corner board dunnage product. In addition, we also worked extensively to develop ways to prevent sending meat waste to the landfill across four of our other facilities. In the U.S., meat waste must be landfilled by law unless there is an appropriate permit in place with the USDA. We worked together with Northstar to secure the appropriate permits to allow for this waste to be diverted from the landfill and sent to anaerobic digesters and composters for beneficial reuse such as methane capture and soil applications. In 2022 alone, we diverted approximately 1,209 metrics tons of meat waste from the landfill.



\*Please note that environmental data for years between the base year (2019) and reporting year are not recalculated for acquisitions and divestitures as per our Basis of Reporting for key ESG indicators.



## REDUCING FOOD WASTE

According to the United Nations Environmental Program, it is estimated that approximately 14 percent of food produced is lost between harvest and retail. Food waste is detrimental to the environment, leading to wasted resources like energy, water, land, and increased greenhouse gas emissions. As the population grows, the pressure on our water, land, and energy will only increase.

Food waste is an important priority at Kraft Heinz. We focus on the entire value chain in terms of where food waste can be reduced. This includes sourcing, production, transportation, shelf life, use, and end-of-life. We analyze and test how processes, products, and packaging can be optimized. We investigate where unneeded byproducts or unwanted finished products can find other uses versus going to landfills, such as beneficial land application and product donations to those in need.

Kraft Heinz has joined together with industry peers to eliminate food waste globally. Kraft Heinz United Kingdom and Kraft Heinz Canada have both joined national commitments to reduce food waste.

**U.K.:** In the U.K., Kraft Heinz is a member of the Food Waste Reduction Roadmap (FWRR) initiative. Hundreds of food-related organizations have committed to supporting this initiative, which aims to reduce food waste in the U.K. by 50 percent by 2030. The initiative is run by IGD (a food research and training organization) and WRAP (a nonprofit focused on sustainability) to verify data and encourage best practices. Kraft Heinz committed to setting a target for food waste reduction across our own operations towards the broader goal, and to also work in partnership with suppliers and consumers to that end. WRAP committed to report results in 2019, 2022, 2026 and issue a final report in 2031 against the 50 percent reduction goal.

**Canada:** In Canada, Kraft Heinz has joined seven other companies in a pledge to reduce food waste in operations by 50 percent by 2025. Kraft Heinz will use the globally recognized Food Loss and Waste Accounting and Reporting Standard to report our progress. Kraft



Heinz Canada is also a member of Loblaw's 10x20x30 Initiative, a key effort of the Consumer Goods Forum's global Coalition of Action on Food Waste.

In 2022, Kraft Heinz joined the Consumer Good Forum (CGF) Food Waste Coalition of Action. CGF is the only CEO-led forum bringing together entities across the consumer goods value chain to foster collaborative engagement across the industry. The aim of the Food Waste Coalition of Action is 'to halve per capita global food waste at the retail and consumer levels, and to reduce food losses along production, and supply chains including post-harvest losses.' Through this membership, Kraft Heinz is working to set a robust food waste strategy and target. Progress on this topic will be shared in future reporting.

### Diverting Waste in Canada

Our Canada team has been leading the way on diverting food waste in its manufacturing operations. Our Mont Royal facility in Quebec typically generates approximately 3,000 metric tons of waste destined for the landfill each year. To improve its waste profile, the facility completed a full audit of its waste streams. Recognizing that food scraps were a major source of waste, employees were then trained to separate organic food waste so that a clean stream of organic waste could be sent to a bio-digester that anaerobically digests this waste into biogas for electricity, fuel, and gas production. In 2022, the facility successfully reduced its waste to landfill by 21 percent compared to our 2019 baseline year, ahead of our 2025 waste to landfill target.



Peanut skins being collected at our Mont Royal facility that will be diverted to anaerobic digestors for energy recovery.

# SUSTAINABLE PACKAGING



Aim to make **100% recyclable, reusable or compostable packaging** by 2025.



Create a **fully circular Heinz tomato ketchup bottle** in Europe by 2022.



Our comprehensive approach to packaging seeks to meet extensive packaging regulations, aims to cut waste, conserve natural resources, ensure food safety and quality, and satisfy our consumers. Our team of experts collaborates with suppliers and external packaging specialists to design better packaging that incorporates more recycled and recyclable materials. We partner with a variety of leading organizations and coalitions to explore technical, end-of-life, and infrastructure solutions.

At Kraft Heinz, we aim to make 100 percent of our packaging globally recyclable, reusable, or compostable by 2025. We have partnered with environmental consultancy group Lorax EPI to better understand how much of our packaging is recyclable, reusable, and compostable. The majority of our packaging is paper-based, glass, or metal materials that are recyclable. The other portion of our packaging is mostly made up of flexible plastic films or rigid plastic containers. Through 2022, 87 percent\* of our global packaging portfolio was recyclable, reusable, or compostable.

While we are proud of our accomplishment, we are cognizant of the road ahead to convert the remaining part of our portfolio to be recyclable, reusable, and/or compostable. At this time, the majority of Kraft Heinz's non-recyclable portfolio is made up of films and flexible materials, a critical material in food packaging for convenience, cost, and food safety. In the coming years, we are evaluating this part of the portfolio to ensure alignment with design for recycling guidelines, which will further push us towards our goal. We are also working closely with industry groups to collectively improve recycling infrastructure and explore alternatives.

We are also strengthening our packaging commitments by continuing to transition our portfolio towards both reducing our packaging and transitioning towards more sustainable packaging alternatives. We plan to roll out an ambitious virgin plastic reduction goal which will be available on our website in 2023.

\* Based on weight of consumer and traded packaging materials. Includes materials that are recyclable (96.56 percent of total), widely recyclable – check locally (3.06 percent of total) and other – store drop off or TerraCycle programs (0.38 percent of total). 2022 calculation covers global packaging and select external manufacturing data. Data from our acquisitions in late 2022 were not included but will be in our next ESG report.





## DESIGNING BETTER PACKAGING

We consider the appearance, functionality, cost, and environmental impact of packaging design, focusing on product integrity through production, distribution, shelf life, and end-of-life.

### Exploring the *Heinz* Ketchup Bottle of Tomorrow

Over the past few years, we collaborated with Pulpex to develop a paper-based, renewable, and recyclable bottle made from 100 percent sustainably sourced wood pulp. We are proud to be the first sauce brand to test the potential of Pulpex’s sustainable paper bottle packaging for our range of world-famous condiments.

Through this incredible partnership, we developed a prototype to test how Pulpex’s cutting-edge innovation could be used for *Heinz* Tomato Ketchup bottles and other packaging formats in years to come.

Pulpex’s current data indicates the carbon footprint of Pulpex bottles is materially less than glass and plastic on a bottle-by-bottle basis. Once used, they are also expected to be widely and readily recyclable in paper waste streams. The next step in the process will involve prototype testing to assess performance before testing with consumers and bringing the bottle to market.



### *Shake ‘N Bake* to Save 900,000 Pounds of Plastic Waste Annually with Brand’s First-Ever Packaging Update

In November 2022, our iconic household staple, *Shake ‘N Bake*, ushered in a new era for its signature packaging, and removed the plastic ‘shaker’ bag from its products. The change is effective across the *Shake ‘N Bake* product portfolio and is estimated to eliminate up to approximately 900,000 pounds of plastic waste.

In place of the ‘shaker’ bag, fans are encouraged to shake using a reusable container as the vessel for adding that extra layer of crunch to their favorite recipes. *Shake ‘N Bake* brand’s sustainability efforts contribute towards reducing packaging and removing virgin plastic from our portfolio.



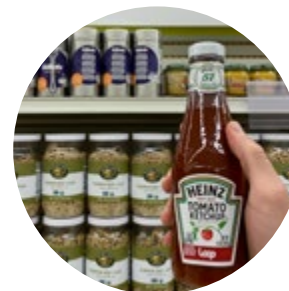
# DESIGNING FOR RECYCLABILITY

At Kraft Heinz, we are always looking to improve the recyclability of our packaging. Our iconic condiment sachets are a critical part of our portfolio. Sachets are challenging to recycle in some infrastructures, due to their material make up. In 2022, we worked hard to improve the recyclability of our sachets in Europe and created a brand-new design utilizing CEFLEX Designing for Circular Economy Guidelines. The newly designed sachet packaging is also made with the equivalent of 35 percent recycled material, on a mass balance basis, and is certified by the International Sustainability & Carbon Certification, a third-party. While not yet widely-recyclable based on the current infrastructure, this sachet designed for recycling will be launched on a limited basis in 2023, a first step towards improving the circularity of our sachets. We will continue to report on the progress of this rollout and improvements on recycling infrastructure.



In Europe, we are working closely with the HolyGrail 2.0 Project, which aims to simplify the waste sorting process by using digital watermarking technology. Digital watermarking technology prints and/or embosses patterns directly onto packaging which can then be spotted by an optical sorter at a recycling facility. In 2022, Kraft Heinz collaborated with the project to evaluate how well this technology detects and sorts our products. Moving forward, we will continue to collaborate with HolyGrail to further test and roll out this initiative.

We expanded our pilot with Loop, a waste-free shopping platform that allows consumers to responsibly buy products in refillable packaging which is then collected, cleaned, and refilled after use. Our first trials began in Canada and the U.K. in 2020 and 2021. In 2022, we expanded our pilot to the U.S. Last year in the U.S., we conducted multiple pilots in collaboration with retailers Kroger, Walmart and Giant and worked with approximately 36 of their stores across select cities in Oregon, Arkansas, Washington DC, and Virginia to test reuse of our iconic glass Heinz ketchup bottle with consumers and glean insights from implementing Loop's fully circular process in our manufacturing operation.



In 2022, Kraft Heinz joined the Consumer Good Forum (CGF) Plastic Waste Coalition of Action. The aim of the Plastic Waste Coalition of Action is to accelerate the industry's effort to tackle the plastic pollution challenge and help advance a world where no plastic becomes waste.

In collaboration with The Sustainability Consortium, we also joined forces with our peers to improve the recyclability of small format packaging. Small format packaging such as sachets and portion cups are essential to helping reduce waste. However, the recyclability of smaller packaging is challenging as it often falls through the cracks of many materials recovery and recycling facilities. In 2022, the group began waste characterization work as well as sponsored research with the Massachusetts Institute of Technology focused on sorting technology for capturing small format plastic for recycling at materials recovery facilities.



## Heinz and Tesco Snap into Soft Plastics Recycling

In July 2022, Heinz and Tesco partnered to launch a pioneering trial that could potentially lead to important change across the wider food industry when it comes to tackling the U.K.'s soft plastic recycling challenge. As part of the collaboration, we took the soft plastic returned to Tesco stores by customers and worked with specialists to create recyclable Heinz Beanz Snap Pots made with 39% recycled soft plastics. The pilot project is projected to recycle approximately 22 tons of plastic. The recycled plastic used in the snappable pots is certified on a mass balance basis by the ISCC, a global sustainability certification system that supports the transition to a circular economy. The project was a winner of the 2022 U.K. packaging awards and Packaging Innovation Award, organized by Dow.

*"This innovative collaboration is one of the ways that soft plastic returned to stores by our customers will be recycled into new food-grade packaging. After doing everything we can to remove and reduce plastic, we want to develop circular recycling solutions like this so the materials we use stay in our packaging and out of the environment."*

– Sarah Bradbury, Tesco's Group Quality Director



# GLOBAL PACKAGING INDUSTRY PARTNERSHIPS AND COLLABORATIONS

At Kraft Heinz, we believe that collaboration is the backbone driving ESG progress. Many of our internal subject matter experts within the organization take on leadership roles in global, industry-wide coalitions to drive circularity across the packaging value chain.



## Association of Plastic Recyclers (APR)

Member of the following sub-groups:

- APR Film Reclamation Committee
- APR PET Technical Committee



## Canada Plastics Pact | Canada

Founding Signatory Partner, Co-Chair of Advisory Council and participant in multiple working groups working collaboratively to create a circular economy for plastics packaging in Canada.



## Closed Loop Partners

Member and Supporting Partner of the Composting Consortium; Active Participant in the Consortium's three Working Groups.



## PAC Global | North America

Founding Member (1950) and Member of Board of Directors.



## Sustainable Packaging Coalition | United States and Canada

Participating member in:

- Compostable Packaging Collaborative
- Flexible Packaging Recovery Collaborative
- Packaging Design Collaborative
- Packaging Policy Collaborative



## The National Zero Waste Council | Canada

National Zero Waste Council Management Board Member and participant in multiple working groups working collaboratively to advance waste prevention and the circular economy in Canada.



## Circular Materials | Canada

Founding Member and Chair of the Board of Directors of a national not-for-profit producer responsibility organization (PRO) that serves, represents and supports producers in building more efficient recycling systems across Canada.



## Materials Recovery for the Future | North America

Partner for the first scaled flexible film recycling pilot.



## Circular Economy for Flexible Packaging (CEFLEX) | European Union

Kraft Heinz is an active stakeholder in the CEFLEX initiative.



## The Recycling Partnership | United States

Member of the following sub-groups:

- Film & Flexibles Recycling Coalition Steering Committee
- Film & Flexibles Recycling Coalition Design Guide Subcommittee
- Circular Economy Committee



## U.S. Department of Energy Lab (NREL)

Participant in the BOTTLE consortium that develops chemical upcycling strategies and redesigns plastics for recyclability.

## GLOBAL PACKAGING INDUSTRY PARTNERSHIPS AND COLLABORATIONS (CONT.)



**The Packaging Forum** | New Zealand  
Member of the Soft Plastic Recycling Scheme.



**HolyGrail 2.0** | Europe  
Full member of the Digital Watermarks Initiative for smart packaging, sorting, and recycling.



**Petcore Europe** | Europe  
Member and participant in initiatives to increase the volumes of PET recycling and to develop and promote new solutions around PET circularity.



**U.K. Plastics Pact** | United Kingdom  
Member and participant in initiatives to improve recyclability and create a circular economy for plastics in the U.K. The U.K. Plastics Pact, led by WRAP, provides expertise and guidance across the entire plastics value chain.



**RECOUP** | United Kingdom & Europe  
Member and participant in initiatives to improve recyclability in the U.K. RECOUP provide expertise and guidance across the plastics recycling value chain.



**U.S. Plastics Pact** | United States  
U.S. Plastics Pact Activator and member of the composting, post-consumer recycling, on pack labelling, design for recyclability, and film & flexibles workstreams.





# RESPONSIBLE SOURCING

One of our six Values at Kraft Heinz is: *We Do the Right Thing*. We take responsibility for contributing to improvements that protect our planet, drive responsible business practices along our global supply chain, and support the communities where we live and work. Please visit our [supplier hub](#) for the latest policies on our responsible sourcing program.



# RISK ASSESSMENT AND DUE DILIGENCE

Our global supply chain touches the lives of communities around the world. It is our responsibility to make sure our operations have a positive impact. We take a risk-based approach to due diligence aligned with the United Nations Guiding Principles. This model complements our **Supplier Guiding Principles** and defines how and when risk will be monitored, assessed, and managed. Compliance with our Supplier Guiding Principles – the basis of our ESG due diligence and ESG audit program – is a contractual obligation for Kraft Heinz suppliers globally.

Kraft Heinz is a member of Sedex and EcoVadis in order to align our supplier ESG requirements with industry standards and recognize existing supplier efforts to manage ESG risks. We are actively developing our Responsible Sourcing program in a way that harmonizes supplier requirements and reduces administrative burdens on our suppliers – allowing our teams to focus resources on driving ESG improvements in areas that need it most.

Kraft Heinz began a worldwide supplier roll out of Sedex and EcoVadis in 2021 and continues to make good progress in implementing this best practice. This helps us elevate standard practices across our supply base and track their progress through provided performance data.

In 2022, we further improved our approach to data-driven sustainability risk management. To navigate this landscape effectively and ensure a proactive approach to risk assessment management, we expanded our partnership with ELEVATE\*, now known as LRQA, due to their market-leading expertise in ESG, sustainability, and supply chain services.

A key outcome of this work was a global ESG risk assessment which identified the 10 most critical risks across the Kraft Heinz supply chain. These findings help guide our strategy, influence decision making, and inform our Due Diligence program. This program helps us monitor our supply chain for potential human rights risks and non-compliances with the help of Sedex (direct suppliers) and EcoVadis (indirect suppliers) and take decisive action in remediating issues as they occur.

\* ELEVATE was acquired by LRQA in April 2022



# SUPPLIER GUIDING PRINCIPLES

At Kraft Heinz, we recognize our suppliers as partners and want to bring them to the table to advance the sustainability agenda. Our **Supplier Guiding Principles** (SGPs) apply to our upstream supply chain and clearly define both our minimum requirements, as well as our aspirational destinations, for the conduct and sustainable operation of our supplier network.

Our SGPs were developed using industry best practices and internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the principles set forth in the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work.

These principles continue to be included in our standard contract language and are publicly available in 26 languages through our **supplier hub**. In 2022, supplier compliance with the SGPs was implemented as a key performance indicator for the Kraft Heinz global procurement team.



## Engagement through Education

Engaging our global procurement team and our suppliers on ESG is a critical part of our responsible sourcing program. Kraft Heinz Ownerversity, our online learning and development platform, features several employee-focused trainings about the SGPs. All Kraft Heinz procurement professionals have been trained using this tool and e-training is mandatory for new members. We have also rolled out our SGP training for our suppliers which has proven to be a foundational resource in developing existing suppliers and onboarding new suppliers into the Kraft Heinz ecosystem.



# HUMAN RIGHTS

Kraft Heinz is strongly committed to respecting human rights in our operations and throughout our global value chain. We continue to stress the urgency and value of an ethical and transparent supply chain and are dedicated to the eradication of slavery and human trafficking. We partner with thousands of ingredients, packaging, and logistics suppliers and external manufacturers globally. They all share our commitment to ensuring that there is no modern slavery within our supply chain.

We continuously monitor and evaluate their compliance with our policies and local laws through our due diligence processes and audits, which are embedded in our supplier selection and contracting procedures.

Our **Global Human Rights Policy** is guided by internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights and the principles set forth in the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work.

As part of the Global Human Rights Policy, Kraft Heinz requires all employees and related entities, suppliers, and business partners to strictly adhere to our human rights standards, which, in summary:

- Prohibit child and underage employment;
- Prohibit trafficking, forced, or involuntary prison labor;
- Prohibit any and all forms of abuse, bribery, harassment, and discrimination;
- Recognize and respect the rights of freedom of association and collective bargaining;
- Recognize and respect fair, legal, and equitable work timeframes, working conditions (including health and safety), and wages;
- Recognize land rights, natural resources, and ensure all workers’ rights to clean water and adequate sanitation facilities;
- Require all labor recruitment and employment procedures to be carried out in a legal and ethical manner.



## Duty of Vigilance and Modern Slavery

Here at Kraft Heinz, we live our Values of *We do the right thing*, and *We dare to do better every day*. Leading with honesty and integrity, we will always do right by our customers, partners, suppliers, and the communities we serve.

In 2022, we created a taskforce on the Duty of Vigilance and Modern Slavery to share best practices across our entire organization and to deliver a coordinated response to environmental and human rights risks. The cross functional taskforce meets monthly, and includes senior representation from Procurement, Legal, Communications, and ESG teams. In the future, the Kraft Heinz Global Vigilance Plan and Modern Slavery Statement will be published. Within this document, we will share our steps to achieve our strategic goals on these important topics. This progress is in large part thanks to the strong alliances we have built with suppliers, nonprofit partners, and our global employees.



# SUPPLIER DIVERSITY PROGRAM

The Kraft Heinz Supplier Diversity program embeds our company Values into our supply base to better reflect the communities that we serve. Launched last year and starting at first in the U.S., the program is intended to play a critical role in addressing systemic barriers which may stand between under-represented groups and the opportunity to be a supplier to Kraft Heinz. We are committed to the fair inclusion of diverse suppliers in procurement activities because we believe this promotes diversity, promotes diversity of thought and innovation, opens doors, creates partnerships that fuel the economy, and will unlock strategic value for our business.

We strive to partner with diverse suppliers that are at least 51 percent owned, operated, and managed by women, people of color, LGBTQ+ people, persons with disabilities, veterans, and other recognized minorities, with a goal of tripling spend with such organizations by 2025. The company will continue to partner with small businesses and those suppliers certified by the U.S. Small Business Administration’s HUBZone program, which fuels small business growth in historically underutilized business zones. To accelerate and amplify the impact of the Supplier Diversity Program, we also founded an internal community of Supplier Diversity Representatives across our North American procurement teams.

In 2022, we expanded our external outreach in the U.S. by joining the Women’s Business Enterprise National Council (WBENC) and the National Minority Supplier Development Council (NMSDC).

WBENC is a leading non-profit organization dedicated to helping women-owned businesses thrive. Our engagements with WBENC help us expand opportunities for women entrepreneurs within our value chain while also connecting with new prospective supply chain partners. The NMSDC is the longest-operating business growth engine for the broadest group of systematically excluded communities of color (Asian-Indian, Asian-Pacific, Black, Hispanic, and Native American) and as a member, we are highly committed to contributing to their mission to advance economic equity for minority businesses. As the Supplier Diversity Program matures, we plan to expand this outreach across other recognized minority groups.

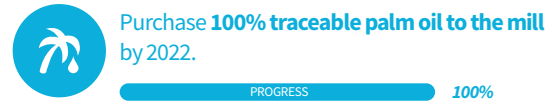


## Increasing Gender Equality in Brazilian Logistics – One Step at a Time

Here at Kraft Heinz, *We demand diversity*. Globally, women are still fighting for equal representation and treatment in the workplace, particularly in the logistics industry. In Brazil, only two percent of truck drivers are women, and these women report that they often face prejudice on the job. Our Kraft Heinz procurement logistics team in Brazil wanted to play a part in the solution and created a strategy to drive supplier diversity and lead change.

Through this program, we engaged and challenged our suppliers to join us in employing more women in our transport operations. Two of our key suppliers accepted this challenge and have since secured permanent employment for two women drivers and put a number of pink trucks driven by women (pictured above) into circulation. While we are starting small, our goal is to grow the number of women drivers through 2023 and beyond to make up at least 50 percent of our Tier 1 fleet.

# DEFORESTATION



We are committed to respecting our environment and to eliminating deforestation and natural ecosystem conversion from our supply chains. This includes long-term protection and remediation where necessary.

We believe that conservation and protection of forests and natural ecosystems are fundamental to good business and to address the climate change our world is facing. We have both the ability and responsibility to drive positive change in these areas through our global work.

In 2022, Kraft Heinz committed to advancing our responsible sourcing program to include new no deforestation and conversion roadmaps, underpinning the release of our new **Global No Deforestation Policy**. This policy and the supporting roadmaps were developed in partnership with Proforest, a non-profit specializing in responsible production and sourcing of agricultural and forest commodities. In 2022, we completed a deforestation and conversion-free analysis of our value chain and developed 10-year roadmaps for our primary deforestation-linked commodities.

Kraft Heinz commits to no deforestation across its primary deforestation-linked commodities, with a target date of 2025. Beyond this, we are committed to working within our own operations and with our suppliers and business partners to achieve conversion-free practices by 2030. This includes management and reduction of greenhouse gas (GHG) emissions and water consumption, and maintenance and protection of biodiversity, natural habitats, water sources, and water bodies.

Our policy will be released externally in 2023 and will align with the Accountability Framework initiative guidance, the Science Based Target Initiative (SBTi), as well as sectorial approaches, where they exist. To bring this commitment to life, Kraft Heinz is committed to working with our suppliers and business partners to implement best practices and facilitate compliance with this policy.





# ANIMAL WELFARE



Source **100%** of eggs globally from **cage-free** or better\* hens by 2025.



Source **100%** of eggs in Europe from **free-range** hens.



Improve **broiler chicken welfare** in the U.S. by 2024 and **European chicken commitment** by 2026.



Kraft Heinz believes that animals deserve a good quality of life and to be treated humanely. We have an unwavering commitment to the care of animals in our supply chain. Although we neither own nor manage farms, we align with our suppliers in requiring that their animals be treated with care, understanding, and respect.

Kraft Heinz believes that good animal welfare includes three elements which guide our animal welfare policies and initiatives:

- **Health and Productivity:** healthy animals that are provided with quality shelter, feed, and water;
- **Emotional Well-Being:** negative experiences minimized and positive experiences enhanced;
- **Naturalness:** animals perform important species-specific behaviors.

This concept of animal welfare builds upon the internationally recognized “Five Freedoms” of animal welfare which include the fundamental principles of 1) freedom from hunger and thirst, 2) freedom from physical and thermal discomfort, 3) freedom from pain, injury, or disease, 4) freedom to express normal behaviors, and 5) freedom from fear and distress. As such, we will continue to work with animal welfare experts and suppliers on best practices to eliminate painful procedures and promote sustainable practices.

We support housing designs that allow animals to perform species-specific behaviors. Examples include, but are not limited to, cage-free housing with perches and nest boxes for laying hens and group housing for gestating sows. When painful procedures need to be performed, we encourage pain mitigation, such as the use of anesthetics or analgesics. Kraft Heinz expects its suppliers to implement practices and pursue continuous improvement consistent with the Five Freedoms and good animal welfare.

Public interest in farming and animal care is increasing, and consumers desire farming practices that match their values and expectations. Good animal welfare, environmental sustainability, and healthy people form an interconnected system, and well-managed farms reduce waste and provide a safe, nutritious food supply. Knowing this, we integrate science and societal ethics in our animal welfare decisions. Our Global Animal Welfare Policy and Supplier Implementation Guide are available on our [Supplier Hub](#).

\* Kraft Heinz defines “cage-free or better” eggs as sourced from laying hens that come from cage-free, free-range, pasture-raised, or similar natural or open housing settings.

## ANIMAL WELFARE (CONT.)

### Animal Welfare Outreach and Education

Kraft Heinz participates in various animal welfare outreach and education initiatives. Historically, we have worked with academia to establish an undergraduate research internship program. The students in this program worked with academic and industry experts to develop supplier questionnaires on dairy calf management, broiler transport, and their swine welfare programs.

Additionally, our animal welfare specialists partner with suppliers on animal welfare improvement projects, such as developing a customized turkey load-out and transport audit. They serve on the animal welfare committees of the North American Meat Institute and the National Turkey Federation. Within Kraft Heinz, our specialists provide training on farm animal production and welfare to cross-functional team members and leads our ESG Steering Group Subcommittee on Animal Welfare.

### Our Supply Partners

Our suppliers are our partners in humane animal care and its continuous improvement. We expect suppliers to maintain strict standards of animal care and raise animals in accordance with the laws and ordinances in their locale. We require our suppliers to have a zero-tolerance policy for animal abuse and neglect, and to train all individuals working with or around live animals accordingly. In addition to the Global Animal Welfare Policy, animal welfare expectations are delineated in the Kraft Heinz Ingredient Supplier Quality Expectations Manual and product specifications. When evidence of non-compliance is found, Kraft Heinz may suspend the supplier until corrective actions have been implemented. Suppliers who do not align with the requirements or do not make continuous and positive improvements to meet them risk losing Kraft Heinz as a customer.



## Primal Kitchen® Cares for People and Planet by Sourcing Premium Ingredients Like High-Quality, Certified-Humane and Cage-Free Eggs

Our *Primal Kitchen* brand believes consumers should not need to choose between great taste and real ingredients. The brand has long been delighting consumers by offering a wide range of pantry staples without dairy, gluten, grain, artificial sweeteners, and soy, all without sacrificing flavor. The *Primal Kitchen* impact extends far beyond their product offerings. They are committed to sourcing and selecting premium, purposeful ingredients, with a strong emphasis on animal welfare, which is exemplified by their use of high-quality 100% ASPCA certified humane and cage-free eggs. *Primal Kitchen* also actively supports organizations dedicated to fighting food insecurity and creating a better future for people and the planet.



# ANIMAL HEALTH & MANAGEMENT



## Laying Hens

The ability to engage in normal behaviors such as walking, nesting, and dust-bathing is important to laying hen welfare. Therefore, by 2025 we are globally committed to purchasing only cage-free eggs or better. Kraft Heinz defines “cage-free or better” eggs as sourced from laying hens that come from cage-free, free-range, pasture-raised, or similar natural or open housing settings. Hens in both cage-free and free-range housing are provided with litter, perches, and nest boxes. In 2022, 67 percent of the eggs and egg products\* we purchased globally were cage-free or better. In Europe, 100 percent of the eggs and egg products\* we purchased globally were free-range. Our reporting includes both internal and external manufacturing plants that make egg-containing products for us.

## Pigs

In accordance with our three elements of animal welfare, we believe that pregnant sows should be safely housed in social groups with enough space to perform normal behaviors. While we do not own farms, we have a commitment to the care of animals, and therefore work closely with our suppliers to achieve our animal welfare goals. There are few farms that offer pigs housed in social groups, and thus supply is very limited. Even so, we are committed to phasing out the purchase of pork from suppliers who use gestation stalls. With Prop 12 in California and Question 3 in Massachusetts, we are fully prepared and ready to ship product to those markets from pigs housed in open pens. In 2022, 24 percent of our global and 98 percent of our European pork supply came from sows housed in group pen gestation.

## Broiler Chickens

We have committed to improving broiler welfare by 2024. We continue to incorporate leading science into our assessment of broiler welfare while also engaging with the industry at large as it redefines its guidelines for enhanced broiler welfare. We will incorporate a combination of outcome-based and practice-based metrics that are shown to demonstrably increase animal welfare while also being cognizant of our greenhouse gas footprint. We continue to engage with our United States supply partners in meeting enhanced broiler chicken welfare standards.

\* Kraft Heinz does not directly purchase any shell eggs.

## European Chicken Commitment

In late 2019, Kraft Heinz expanded its animal welfare commitments to improving chicken welfare by 2026 as part of the European Chicken Commitment. Kraft Heinz continues to assess and work to transition its European supply chain accordingly. Though this commitment faces some challenges related to supply, we remain steadfast in our commitment to require 100 percent of the fresh, frozen, and processed chicken in our European supply chain to meet this standard. We look forward to continued engagement with our suppliers toward this objective.

## Dairy Cattle

We require our U.S. suppliers to follow the National Milk Producers Federation’s Farmers Assuring Responsible Management (FARM) Animal Care guidelines. This program establishes best on-farm animal management practices and includes second-party evaluations and third-party verification. 66 percent of our dairy supply comes from U.S. farms. Our Canadian suppliers follow the National Farm Animal Care Council’s Code of Practice for the Care and Handling of Dairy Cattle. Third-party audits are required to ensure that the U.S. and Canadian programs’ guidelines are followed.

## Humane Endings

We believe animals should be provided a respectful and humane death. Compromised animals must be euthanized in a timely manner that aligns with the American Veterinary Medical Association (AVMA) or World Organisation for Animal Health’s (WOAH) guidelines. Similarly, slaughter should also align with these guidelines. Efficient stunning prior to slaughter is important for animal welfare. 100 percent of our U.S. *Oscar Mayer* product suppliers report that they comply with our product specifications which require an annual third-party humane slaughter audit and regular internal animal welfare audits.

## Antimicrobials

Disease prevention strategies such as husbandry, hygiene, and vaccinations must be the primary defenses against animal disease. However, even with excellent care, farm animals sometimes become ill. When this occurs, antimicrobial treatment (including antibiotics) can be an important component of humane animal care. Therapeutic antimicrobials should only be used after careful review by a veterinarian and treatment limited to ill and at-risk animals, treating the fewest animals possible. Alongside good farm management, responsible antimicrobial use can help protect food quality and enhance safety. In the United States, where the majority of Kraft Heinz meat ingredients are purchased, we require our suppliers to meet or exceed the AVMA or WOAH guidelines for the judicious use of antimicrobial agents. Our meat and dairy products meet or exceed government regulations related to the use and administration of antimicrobials, including compliance with bans on antibiotics for growth promotion.

## Hormones

While studies conclude hormone supplements in cattle are safe for animals and for humans, we support ongoing research efforts to further demonstrate the safety and usefulness of supplemental hormones. For example, recombinant bovine somatotropin (rbST) is a hormone that can increase milk production in dairy cattle. Globally its usage varies widely in accordance with government regulations. In the United States, for example, hormones (including rbST) are not allowed to be used for growth promotion in pigs or poultry. In some countries, growth hormones are approved for use in beef and dairy cattle. We do not restrict their use in those instances. However, we support wider industry initiatives to eliminate rbST from the supply.

## Testing of Food Ingredients

Kraft Heinz does not support or condone the use of animals for research that is not essential to food safety, and we do not maintain any testing facilities. When legally required by governmental agencies, ingredient safety testing is completed by accredited third-party facilities following appropriate animal welfare guidelines. We do not support unnecessary testing and are advocates for replacing animal testing with other validated research methods.



# ANIMAL WELFARE RISK ASSESSMENTS

Annually, all Kraft Heinz suppliers of animal and animal-derived products are requested to complete an animal welfare risk self-assessment. The assessment was developed by a cross-functional internal panel that included animal welfare, procurement, and quality team members and was reviewed by an external team of animal welfare scientists. The assessments review suppliers' strengths and weaknesses on animal welfare policies, personnel training, transportation, stunning methods, and auditing. Kraft Heinz's animal welfare team works with lower performing suppliers, which make up a small percentage of our total supply chain, to create action plans to develop policies and procedures that improve animal welfare. Low performing suppliers unwilling or unable to improve animal welfare may jeopardize their status as Kraft Heinz suppliers. Results of our 2022 assessment are listed below and more details can be found on pages 75-79.

## 2022 Animal Welfare Global Risk Assessment Key Findings\*

POULTRY		PORK		CATTLE	
Turkeys (82% response rate)	Broiler Chickens (56% response rate)	Laying Hens (41.2% response rate)	Pigs (66.7% response rate)	Dairy Cattle (40.4% response rate)	Beef Cattle (43.9% response rate)
<b>KEY WELFARE ISSUES AND STATUS</b>					
<ul style="list-style-type: none"> <li>100% of our respondents exhibited acceptable species-specific mobility parameters</li> <li>The average mortality rate was 0.36%</li> <li>Average transport time** among our respondents was 1.40 hours</li> <li>Maximum transport time** was 4 hours</li> <li>100% of our respondents pre-slaughter stunned</li> <li>97% of our respondents did not have snoods removed</li> <li>89% of our respondents did not have toes clipped</li> <li>63% of our suppliers had a 3rd party animal welfare audit at the processing plant</li> </ul>	<ul style="list-style-type: none"> <li>99% of our respondents exhibited acceptable species-specific mobility parameters</li> <li>The average mortality rate was 3.54%</li> <li>Average transport time** was 1.3 hours</li> <li>Maximum transport time** was 4.4 hours</li> <li>82% of our respondents pre-slaughter stunned</li> <li>85% of our respondents had a 3rd party animal welfare audit at the processing plant</li> </ul>	<ul style="list-style-type: none"> <li>90% of our respondents exhibited acceptable species-specific mobility parameters</li> <li>The average mortality rate was 5.6%</li> <li>Average transport time** was 5.3 hours</li> <li>Maximum transport time** was 13 hours</li> </ul>	<ul style="list-style-type: none"> <li>100% of our respondents exhibited acceptable species-specific mobility parameters</li> <li>The average mortality rate was 8.4%</li> <li>Average transport time** was 2.6 hours</li> <li>Maximum transport time** was 10.36 hours</li> <li>94% of our respondents had a 3rd party animal welfare audit at the processing plant</li> </ul>	<ul style="list-style-type: none"> <li>84% of our respondents exhibited acceptable species-specific mobility parameters</li> <li>The average mortality rate was 6.58%</li> <li>Average transport time** was 1.43 hours</li> <li>Maximum transport time** was 5.29 hours</li> <li>97% of our respondents do not tail dock</li> <li>82% of our respondents do not have hock injuries</li> <li>84% of our dairy respondents are free from moderate or severe lameness.</li> </ul>	<ul style="list-style-type: none"> <li>79% of our respondents exhibited acceptable species-specific mobility parameters</li> <li>The average mortality rate was 0.8%</li> <li>Average transport time** was 3.55 hours</li> <li>Maximum transport time** was 14.75 hours</li> <li>100% of our respondents had a 3rd party animal welfare audit at the processing plant</li> </ul>

\* Figures displayed in the table above are average percentage based on supplier self-reporting through Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.

\*\* Transport time refers to the time traveled between farm and processing plant.

# SUSTAINABLE AGRICULTURE



As a food and beverage company, we recognize the importance of sustainable agriculture in our products. Through the work of our experienced agronomists and procurement teams, we are proud to work with our suppliers to advance sustainable agriculture practices, knowing that the ingredients we source are integral to our business and to the well-being of our consumers and communities in which we operate.

At Kraft Heinz, we have a long history of working with growers to promote sustainable agricultural practices. We support a wide variety of sustainable agricultural practices that maintain soil health to ensure the production of food for generations to come. We also adopt next generation seed breeding within *HeinzSeed*. Tomato plants grown from our own seeds are known for their disease resistance and reliable high yields. With their firmness, enhanced color and viscosity, they also need less water, use optimal pesticides and fertilizers, and ultimately, require less land to produce.

Through research in our laboratories and with experienced agronomist teams on the ground, we strive to stay at the forefront of sustainable agriculture, applying what we learn through trials and demonstrations. The Kraft Heinz **Sustainable Agriculture Practices Manual** forms the foundation of our engagement strategy with growers, as we work towards our 2025 goal to source 100 percent of tomatoes for *Heinz* tomato ketchup sustainably.

We continue to dig deep in our roots to use 150 years of forward-looking, responsible agricultural and human rights practices to build on our legacy with our farmers. We are committed to further building on our strong sustainability heritage, as Henry J. Heinz (founder of the H.J. Heinz Company) famously noted, “Protect the consumer by owning the product all the way from the soil to the table.”



# SUSTAINABLE AGRICULTURAL PRACTICES MANUAL

Sustainable farming practices do more than save important natural resources. They also have the potential to considerably increase crop yields and provide growers and their families with greater economic opportunity. Kraft Heinz has taken significant steps to strengthen our Sustainable Agriculture Practices Manual (SAPM) and is working in partnership with growers to implement those practices.

We have introduced our updated manual to suppliers and growers in both Spain and California, key growing regions for *Heinz* tomatoes. To reduce the burden on growers, allowing them to focus on the continuous improvement philosophy we promote, we elected to benchmark our SAPM to SAI Platform’s Farm Sustainability Assessment (FSA), the recognized industry tool for assessing on-farm sustainability. We achieved an equivalent performance level of FSA Silver. This enables growers to demonstrate compliance with our requirements through adoption of the FSA itself, or through other benchmarked standards that meet the minimum performance level of FSA Silver.

In 2022, we canvassed our suppliers to map any pre-existing voluntary sustainability standards that their growers used in their daily practices. We found that 56 percent of our *Heinz* ketchup tomato volumes were already sustainably produced. Building on this with further FSA audits, we completed the year with 75 percent sustainably sourced *Heinz* ketchup tomatoes and are well on track towards our 2025 target of 100 percent. We will continue to roll out audits and verification to ensure supplier compliance with these standards. We are also actively working with suppliers of navy beans and other crops and brands to expand the scope of our sustainable agricultural program.

## Building the Regenerative Capacity of Agriculture Through a Global, Farmer-Centered, Industry-led Initiative

The long-term resilience of agriculture arguably now depends on how quickly we can develop regenerative systems that benefit soil health, biodiversity, water supply, climate resilience, and grower livelihoods. Kraft Heinz is a founding member of SAI Platform’s new Regenerative Agriculture Program along with approximately 30 companies from across the agricultural value chain. The purpose of the program is to build industry alignment, reduce duplication, and amplify impact through the creation of a universal framework with locally implementable indicators, to ensure accessibility and applicability of regenerative agriculture principles, practices and most importantly, positive outcomes on farms. The program will work to scientifically validate regenerative principles, engage with farmers, and develop a mechanism for corporations to verify and communicate regenerative impacts to external stakeholders.

Throughout 2022, Kraft Heinz Director of Agricultural Sustainability, Martina Henry, co-chaired the Regenerative Agriculture Program Steering Committee and, along with the group of Founding Members and the SAI Platform Secretariat, worked to engage relevant industry stakeholders and other SAI Platform members and working groups.

*“As we develop and define new regenerative agriculture approaches, it is the farmer’s inherent knowledge of the land, its constraints and opportunities, that is critical to ensuring successful social and environmental outcomes based on solid economic foundations.”*

– Martina Henry, Director, Agriculture Sustainability, Kraft Heinz and SAI Platform Regenerative Agriculture Program Steering Committee member



## FSA 3.0 Benchmark Equivalence for Sustainable Agriculture Practices Manual

Our Sustainable Agricultural Practices Manual is benchmarked against SAI Platform’s Farm Sustainability Assessment (FSA) 3.0 and received ‘Silver Level equivalence.’ This was the first sustainability program successfully benchmarked against the updated FSA 3.0 which was released in April 2021.

We believe this benchmark will help us and our suppliers in our journey towards purchasing 100 percent sustainably sourced *Heinz* ketchup tomatoes by 2025. It provides a pathway for growers to demonstrate compliance with our requirements, while also offering a single, industry-aligned tool that reduces duplication and audit fatigue. This allows growers to focus on improving their operations and continuing to grow the quality, sustainable ingredients we rely on to produce our brands.

*“FSA 3.0 marks a step up in the benchmarking program’s integrity, yet it is even more straightforward and easier to get started. It is great to see The Kraft Heinz Company getting the most out of their membership with Sustainable Agriculture Initiative (SAI) Platform by using the FSA to refine, communicate and scale their program. We congratulate them on this achievement!”*

– Joe Rushton, FSA Director at SAI Platform



# KEY SUSTAINABLE AGRICULTURE INITIATIVES

## ESG Education in Egypt

We take our responsibility to educate our partners about sustainability very seriously. This commitment is especially important in developing markets such as Egypt, where we have direct contracts with growers and the level of knowledge about sustainable agriculture is developing.



In 2022, Egyptian growers were immersed into sustainable farming methods during on-site educational events focused on the topics of climate change, and health, and safety. Tangible, real-world case studies grew their awareness of how they can positively impact climate change and worker well-being in their daily work. Another important topic in the events was increasing the growers' knowledge about tomato diseases and the safe and sustainable use of pesticides. The events enhanced the growers' sense of being part of a bigger goal, in which we all aim to do the right thing.

## Introducing Assan Foods to the Kraft Heinz Sustainable Way of Working

Following the acquisition of Turkish entity Assan Foods by Kraft Heinz, we undertook assessments to support the integration of the business and alignment with Kraft Heinz ESG priorities, including our Sustainable Agricultural Practices Manual. We commissioned a local supply chain and sustainable agriculture expert to undertake an extensive six-month study of the Turkish tomato industry which analyzed the nature of the supply chain and the relative maturity of growers in terms of sustainable farming, human rights, and climate resiliency. The findings have been used to inform our ongoing engagement and support strategies to address identified gaps and build a more equitable, climate-resilient, and sustainable supply of tomatoes in Turkey. To further support growers, we commissioned the translation of the FSA from English into Turkish, which is now available and open-sourced on SAI Platform's website for all FSA users.

## Partnership with the reNature Foundation: Save our Soils Program

During 2022, we commissioned specialist consultancy organization reNature to support our efforts to gain an understanding of the potential for carbon sequestration in our tomato supply chain. At the end of the year, we further cemented this partnership with reNature, with a focus on helping us engage our direct tomato grower base in Brazil to advance our sustainable sourcing and decarbonization objectives, including building capacity in our local agronomy team and growers and exploring innovative techniques to build climate resiliency. This project will commence in 2023 and we look forward to sharing insights and updates on progress we make in future reports.

## Supporting Farm Resilience in California

As part of our ongoing commitment to continuous improvement on farms, in 2021 we introduced a pilot cover crop program with our California tomato growers. The objective of the pilot is to incentivize the adoption of cover crops as a practice that can help promote soil health, enhance water holding capacity, reduce reliance on chemical inputs, and support biodiversity while increasing yields. In 2022, we expanded this pilot as part of a broader soil health program which we estimate to be double the size of our 2021 reach.

# SUPPLIER SPOTLIGHT

At Kraft Heinz, we recognize that we cannot succeed in our ESG journey alone. Therefore, we are committed to bringing bold, innovative, and like-minded partners ‘Together at the Table’ to help lead the way, like Woolf Farming. In 2022, this innovative agricultural company from California’s fertile Central Valley achieved a 100 percent Gold result on their Kraft Heinz FSA audit.

## Woolf Farming: Farming with a commitment to sustainability

In 1974 Jack Woolf founded Woolf Farming. Now, three generations later, Woolf is still committed to producing more high-quality crops with fewer resources while improving the land they farm. The family-owned and operated farm, together with their partners, sustainably grow and processes specialty crops, delivering almonds, pistachios, tomatoes, cotton, garlic, wheat, and more to the food chain.



Woolf Farming is highly committed to sustainable farming practices. As stewards of land in California’s Central Valley, they take their obligation to sustainably manage the region’s natural resources very seriously. That is why Woolf saw the urgency to certify as a B Corporation, which means they adhere to exceptionally high standards of social commitment, environmental performance, operational transparency, and legal accountability.

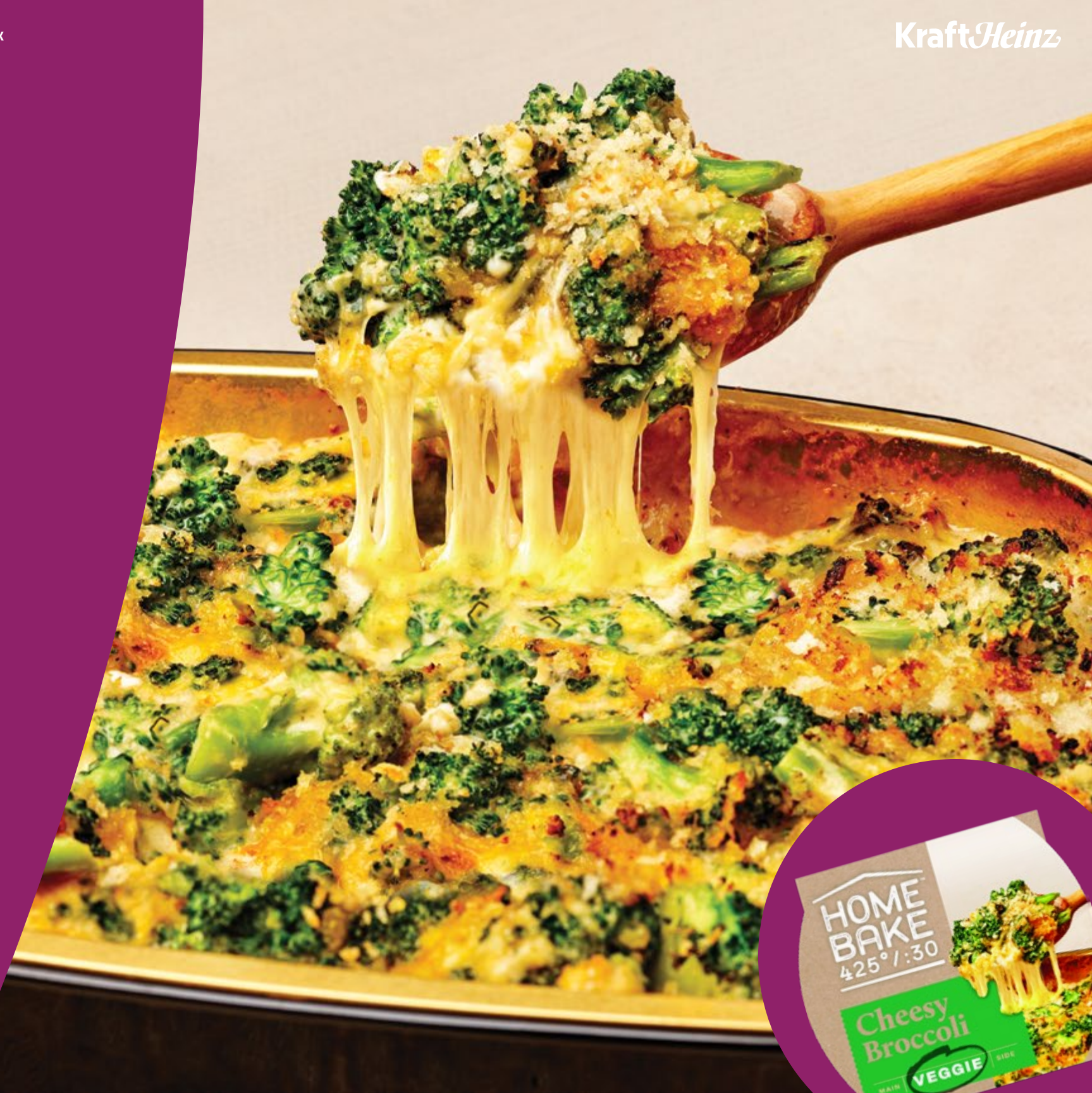
The desire to be early adopters of technology and innovation allows Woolf to maximize both quality and yield, while also enhancing the value of their natural resources. Combined with ongoing investment in land, water, infrastructure, and processing, this has enabled Woolf Farming to grow and prosper.

*“We’re proud of our long-term relationship with Kraft Heinz. Together we’ve taken constructive steps to improve our farming practices and the quality of our goods. For example, they have supported our use of cover crops to improve water penetration, and reduce the need for fertilizers while improving overall soil health. My hope is to pass this strategic collaboration, while improving our family’s land, on to our next generation. We look forward to building on this legacy of sustainability and trust.”*

– Stuart Woolf, CEO, Woolf Farming



# APPENDIX: ESG METRICS



# ESG METRICS

As of 2022 Calendar Year End

Metric	Unit	2020	2021	2022	GRI	SASB	TCFD	Notes
<b>Environmental Stewardship</b>								
<b>Energy</b>								
<b>Goal metric: Reduction of energy use intensity by 15% using 2019 baseline</b>	<b>Percentage reduction compared to 2019 baseline</b>	<b>-2.20%</b>	<b>-5.10%</b>	<b>-4.22%</b>	<b>302-4</b>		<b>Metrics and Targets (a)</b>	In 2022, we acquired one facility as part of our Assan Foods purchase and divested from 11 facilities across the globe. Data from these facilities passed our 5 percent materiality threshold and thus were added and removed respectively from our baseline year.
<b>Goal metric: Procure majority of electricity from renewable sources by 2025</b>	<b>Percentage reduction compared to 2019 baseline</b>	<b>Not reported</b>	<b>7.00%</b>	<b>14.21%</b>	<b>302-1</b>		<b>Metrics and Targets (a)</b>	
Total energy use*	MWh	4,945,251	4,809,802	4,202,158	302-1	FB-PF-130a.1	Metrics and Targets (a)	
Energy use intensity*	kWh per Metric Tons Production	628	621	580	302-3		Metrics and Targets (a)	
Total electricity use	MWh	1,546,046	1,497,450	1,330,477	302-1	FB-PF-130a.1	Metrics and Targets (a)	
Total electricity generated onsite	MWh	Not reported	3,085	4,540	302-1	FB-PF-130a.1	Metrics and Targets (a)	
Total consumption of fuel (excluding feedstock)	MWh	3,285,281	3,189,915	2,746,967	302-1	FB-MP-110a.1	Metrics and Targets (b)	
<b>Greenhouse Gas Emissions</b>								
Gross Scope 1 emissions*	Metric Tons CO2e	605,606	586,455	501,786	305-1	FB-MP-110a.1	Metrics and Targets (b)	
Gross Scope 2 emissions (location-based)*	Metric Tons CO2e	694,907	645,247	558,444	305-2	FB-MP-110a.1	Metrics and Targets (b)	
Gross Scope 2 emissions (market-based)*	Metric Tons CO2e	704,689	616,650	457,547	305-2	FB-MP-110a.1	Metrics and Targets (b)	
Outside of Scopes (biogenic emissions)	Metric Tons CO2e	92,955	79,898	87,253	305-3	FB-MP-110a.1	Metrics and Targets (b)	Emissions associated with biomass use at select facilities
Scope 1 & 2 intensity	Metric Tons CO2e per Metric Tons Production	0.16	0.16	0.13	305-4	FB-MP-110a.1	Metrics and Targets (b)	

\*Indicates metrics that have undergone limited level assurance by a third-party associate for 2022 data. Review full assurance statements at <https://www.kraftheinzcompany.com/esg/verifications.html>. Please note that some historical data has been updated from previous reports due to better data accuracy and due diligence.



Metric	Unit	2020	2021	2022	GRI	SASB	TCFD	Notes
Total Scope 3 emissions*	Metric Tons CO2e	25,026,531	27,616,259	27,426,878	305-3		Metrics and Targets (b)	We are continually striving to improve the accuracy of our Scope 3 emissions reporting. There were several material amendments made to our 2021 Scope 3 figures due to data error, improved data quality, inclusion of FLAG emissions, and/or improvements in calculation methodology.
Category 1: Purchased goods and services*	Metric Tons CO2e	18,537,494	21,111,697	18,204,280	305-3		Metrics and Targets (b)	
Category 2: Capital goods*	Metric Tons CO2e	351,878	437,535	144,727	305-3		Metrics and Targets (b)	
Category 3: Fuel and energy-related activities*	Metric Tons CO2e	711,945	386,002	295,206	305-3		Metrics and Targets (b)	
Category 4: Upstream transportation and distribution*	Metric Tons CO2e	1,748,423	1,623,635	4,274,540	305-3		Metrics and Targets (b)	
Category 5: Waste generated in operations*	Metric Tons CO2e	55,658	82,240	68,645	305-3		Metrics and Targets (b)	
Category 6: Business travel*	Metric Tons CO2e	4,383	3,251	7,769	305-3		Metrics and Targets (b)	
Category 7: Employee commuting*	Metric Tons CO2e	93,618	79,028	27,896	305-3		Metrics and Targets (b)	
Category 8: Upstream leased assets*	Metric Tons CO2e	Not reported	54,340	50,696	305-3		Metrics and Targets (b)	
Category 9: Downstream transportation and distribution*	Metric Tons CO2e	1,339,067	1,463,133	1,515,217	305-3		Metrics and Targets (b)	
Category 11: Use of sold products*	Metric Tons CO2e	1,102,744	1,061,225	1,993,377	305-3		Metrics and Targets (b)	
Category 12: End-of-life treatment of sold products*	Metric Tons CO2e	1,081,321	1,314,173	844,525	305-3		Metrics and Targets (b)	
<b>Water</b>								
<b>Goal metric: Reduce water use intensity by 15% across our manufacturing facilities by 2025</b>	<b>Percentage reduction compared to 2019 baseline</b>	<b>-2.80%</b>	<b>-4.40%</b>	<b>-8.70%</b>	<b>303-3</b>	<b>FB-PF-140a.1</b>	<b>Metrics and Targets (b)</b>	
<b>Goal metric: Reduce water use intensity by 20% in high-risk watershed areas by 2025</b>	<b>Percentage reduction compared to 2019 baseline</b>	<b>-5.20%</b>	<b>-12.20%</b>	<b>-16.07%</b>	<b>303-3</b>	<b>FB-PF-140a.1</b>	<b>Metrics and Targets (b)</b>	
Total water withdrawals (all facilities)*	Thousand Cubic Meters	41,470	39,778	32,608	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Total water withdrawals (high-risk watershed areas)*	Thousand Cubic Meters	12,391	11,532	10,765	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Water use intensity (all facilities)*	Cubic Meters Per Metric Tons Production	5.26	5.14	4.5	303-3	FB-PF-140a.1	Metrics and Targets (b)	
Water use intensity (high-risk watershed areas)*	Cubic Meters Per Metric Tons Production	7.34	6.79	6.5	303-3	FB-PF-140a.1	Metrics and Targets (b)	

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Metric	Unit	2020	2021	2022	GRI	SASB	TCFD	Notes
<b>Waste</b>								
<b>Goal metric: Reduce waste to landfill intensity by 20% across our manufacturing facilities by 2025</b>	<b>Percentage reduction compared to 2019 baseline</b>	<b>-6.00%</b>	<b>-14.70%</b>	<b>-18.40%</b>	<b>306-4</b>			
Total waste to landfill*	Metric Tons	92,856	82,617	89,296	306-3			
Waste to landfill intensity *	Metric Tons Waste per Metric Tons Production	0.012	0.011	0.012	306-5			
<b>Material</b>								
<b>Goal metric: Aim to make 100% recyclable, reusable or compostable packaging by 2025.</b>	<b>Percentage</b>	<b>83%</b>	<b>84%</b>	<b>87%</b>		<b>FB-PF-410a.1</b>		Includes materials that are recyclable, widely recyclable - check locally and other - store drop off or TerraCycle. Calculation covers global packaging and select external manufacturing data. Data from <i>Primal Kitchen</i> is not included at this time. 2019 value based on estimate.
Total weight of all packaging	Metric Tons	1,143,000	1,145,000	1,207,000		FB-PF-410a.1		
Percentage made from recycled and/or renewable materials (as a percentage of total weight of all packaging)	Percentage	22%	22%	21%		FB-PF-410a.1		Based on industry average of recycled content
Total weight of all plastic packaging	Metric Tons	271,000	231,392	293,000				
Non-renewable materials used to produce or package primary products	Metric Tons	679,000	719,000	793,000	301-1			
Renewable materials used to produce or package primary products	Metric Tons	465,000	422,000	413,000	301-1			
<b>Responsible Sourcing</b>								
<b>Palm Oil</b>								
<b>Goal metric: Purchase 100% sustainable palm oil by 2022</b>	<b>Percentage</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		<b>FB-PF-440a.2</b>		Percentage of direct suppliers (tier 1) suppliers with RSPO certification
<b>Goal metric: Purchase 100% traceable palm oil to the mill by 2022.</b>	<b>Percentage</b>	<b>98.50%</b>	<b>100%</b>	<b>100%</b>		<b>FB-PF-440a.2</b>		Percentage of direct suppliers (tier 1) with traceability to the mill
Percentage of external manufacturers' suppliers with RSPO certification	Percentage	91%	100%	100%		FB-PF-440a.2		
Percentage of external manufacturers' suppliers with sustainable sourcing policies in place	Percentage	91%	100%	100%		FB-PF-440a.2		A sustainable sourcing policy is defined as either a publicly available sustainable palm oil policy or RSPO certification

\*Indicates metrics that have undergone limited level assurance by a third-party associate for 2022 data. Review full assurance statements at <https://www.kraftheinzcompany.com/esg/verifications.html>. Please note that some historical data has been updated from previous reports due to better data accuracy and due diligence.

Metric	Unit	2020	2021	2022	GRI	SASB	TCFD	Notes
<b>Tomatoes</b>								
<b>Goal metric: Purchase 100% sustainably-sourced Heinz ketchup tomatoes by 2025.</b>	Percentage	Goal Made in 2020	On Track	75%		FB-PF-440a.2		
<b>Animal Welfare</b>								
<b>Turkeys</b>								
Percentage of supplier respondents that exhibited accepted species-specific mobility parameters	Percentage	Not reported	99%	100%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average mortality rate	Percentage	Not reported	0.50%	0.36%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average transportation time	Hours	Not reported	1.6	1.4				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Maximum transportation time	Hours	Not reported	12	4				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that pre-slaughter stunned	Percentage	Not reported	100%	100%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that had a third-party animal welfare audit at the processing plant	Percentage	Not reported	87%	63.21%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that do not have snoods removed	Percentage	100%	61%	97%		FB-MP-410a.3		Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that do not have toes clipped	Percentage	100%	65%	89%		FB-MP-410a.3		Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that have annual animal welfare audits at the plant	Percentage	100%	87%	63%		FB-MP-410a.3		Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.

Please note that some historical data has been updated from previous reports due to better data accuracy and due diligence.

Metric	Unit	2020	2021	2022	GRI	SASB	TCFD	Notes
<b>Broiler Chickens</b>								
Percentage of supplier respondents that exhibited accepted species-specific mobility parameters	Percentage	Not reported	96%	99%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average mortality rate	Percentage	Not reported	0.50%	3.54%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average transportation time	Hours	Not reported	2.6	1.3				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Maximum transportation time	Hours	Not reported	12	4.4				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that pre-slaughter stunned	Percentage	Not reported	99.90%	82%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents had a 3rd party animal welfare audit at the processing plant	Percentage	Not reported	94%	85%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
<b>Laying Hens</b>								
<b>Goal metric: Percentage of global eggs that are cage-free or better</b>	Percentage	66%	64%	67%		FB-MP-410a.3		Kraft Heinz defines “cage-free or better” eggs as sourced from laying hens that come from cage-free, free-range, pasture-raised, or similar natural or open housing settings. Hens in both cage-free and free-range housing are provided with litter, perches and nest boxes.
<b>Goal metric: Percentage of European eggs from free-range farms</b>	Percentage	51%	99.90%	100.00%		FB-MP-410a.7		When required by law or recommended by a veterinarian or other trusted animal health expert, free-range hens may be temporarily kept indoors to prevent illness and promote animal well-being.
Percentage of North America eggs that are cage-free or better	Percentage	75%	67%	67%		FB-MP-410a.4		Data includes external manufacturing sites and does not include data from <i>Primal Kitchen</i>

Please note that some historical data has been updated from previous reports due to better data accuracy and due diligence.

Metric	Unit	2020	2021	2022	GRI	SASB	TCFD	Notes
Percentage of U.S. eggs certified by American Humane Certified, Certified Humane, or United Egg Producers	Percentage	100%	100%	100%		FB-MP-410a.5		Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of Latin America eggs that are cage-free or better	Percentage	4%	7%	25%		FB-MP-410a.6		Data includes external manufacturing sites and does not include data from <i>Primal Kitchen</i>
Percentage of Europe, the Middle East and Africa eggs that are cage-free or better	Percentage	77%	76%	80%		FB-MP-410a.8		Data includes external manufacturing sites and does not include data from <i>Primal Kitchen</i>
Percentage of Asia Pacific eggs that are cage-free or better	Percentage	31%	40%	30%		FB-MP-410a.10		Data includes external manufacturing sites and does not include data from <i>Primal Kitchen</i>
Percentage of supplier respondents that exhibited accepted species-specific mobility parameters	Percentage	Not reported	83%	90%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average mortality rate	Percentage	Not reported	0.50%	5.60%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average transportation time	Hours	Not reported	3.2	5.3				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Maximum transportation time	Hours	Not reported	11.5	13				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
<b>Pigs</b>								
Percentage of global pork supply from sows housed in group pens during gestation.	Percentage	19%	25%	24%		FB-MP-410a.1		Data does not include <i>Primal Kitchen</i> and external manufacturing sites at this time.
Percentage of European pork supply from sows housed in group pens during gestation.	Percentage	100%	98%	98%		FB-MP-410a.1		Data does not include <i>Primal Kitchen</i> and external manufacturing sites at this time.
Percentage of supplier respondents that exhibited accepted species-specific mobility parameters	Percentage	Not reported	80%	100%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average mortality rate	Percentage	Not reported	0.80%	8.40%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.

Please note that some historical data has been updated from previous reports due to better data accuracy and due diligence.

Metric	Unit	2020	2021	2022	GRI	SASB	TCFD	Notes
Average transportation time	Hours	Not reported	3.1	2.6				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Maximum transportation time	Hours	Not reported	28	10.36				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents with annual animal welfare audits at the plant	Percentage	100%	93%	94%		FB-MP-410a.1		Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
<b>Dairy Cattle</b>								
Percentage of supplier respondents that exhibited accepted species-specific mobility parameters	Percentage	Not reported	88%	84%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average mortality rate	Percentage	Not reported	0.40%	6.58%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average transportation time	Hours	Not reported	7	1.43				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Maximum transportation time	Hours	Not reported	28	5.29				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of suppliers that do not tail dock	Percentage	100%	82%	97%		FB-MP-410a.3		Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of dairy supplier respondents that do not have hock injuries	Percentage	100%	92%	82%		FB-MP-410a.4		Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of suppliers respondents that are free from moderate or severe lameness	Percentage	100%	88%	84%		FB-MP-410a.5		Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.

Please note that some historical data has been updated from previous reports due to better data accuracy and due diligence.

Metric	Unit	2020	2021	2022	GRI	SASB	TCFD	Notes
<b>Beef Cattle</b>								
Percentage of supplier respondents that exhibited accepted species-specific mobility parameters	Percentage	Not reported	99.50%	79%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average mortality rate	Percentage	Not reported	1.50%	0.80%				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Average transportation time	Hours	Not reported	4.1	3.55				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Maximum transportation time	Hours	Not reported	36	14.75				Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
Percentage of supplier respondents that have annual animal welfare audits at the plant	Percentage	100%	96%	100%		FB-MP-410a.3		Values are average percentage based on supplier self-reporting though Kraft Heinz Animal Welfare Risk Assessment and are not weighted by volume.
<b>Healthy Living &amp; Community Support</b>								
<b>Product Health and Community Support</b>								
<b>Goal metric: Percentage compliance with Kraft Heinz Global Nutrition Targets</b>	Percentage	<b>74.7%</b>	<b>67.7%</b>	<b>71.8%</b>		<b>FB-PF-260a.2</b>		Inclusive of all countries with measurable data where Kraft Heinz operates. Kraft Heinz Foodservice, Kraft Heinz Ingredients and infant/toddler categories are not included in the overall metric. Kraft Heinz Foodservice and Kraft Heinz Ingredients items do not have specific nutrition targets and infant/toddler product targets are based on local guidelines, which we fully abide by.
<b>Goal metric: Amount of sugar reduced in products</b>	Pounds	<b>253,774</b>	<b>9,540,000</b>	<b>47,106,478</b>		<b>FB-PF-260a.2</b>		
<b>Goal metric: Amount of sodium reduced in BBQ sauce and Kraft salad dressings in North America</b>	Percentage	<b>Not reported</b>	<b>0</b>	<b>0</b>		<b>FB-PF-260a.2</b>		In 2022, we did not make progress on our North America sodium goals but are planning actions to ensure achievement by 2025.

Please note that some historical data has been updated from previous reports due to better data accuracy and due diligence.

Metric	Unit	2020	2021	2022	GRI	SASB	TCFD	Notes
<b>Goal metric: Meals provided to people in need</b>	<b>Number of meals</b>	<b>189,967,872</b>	<b>326,535,284</b>	<b>333,870,788</b>				In 2022, we further improved our meal equivalency calculation methodology in close collaboration with a global partner, which we also applied retroactively from 2020 to ensure consistency. This resulted in a lower restatement of historical meals from 2020-2021. We are still proudly on track to achieving our goal of providing 1.5 billion meals to people in need in advance of 2025.
<b>Workplace Metrics</b>								
<b>Global Employees</b>								
<b>Goal metric: Women in management roles</b>	<b>Percentage of employees in management roles</b>	<b>37%</b>	<b>39%</b>	<b>41%</b>	<b>405-1</b>			
<b>Goal metric: People of color (U.S. employees only)</b>	<b>Percentage of total employees</b>	<b>24%</b>	<b>26%</b>	<b>28%</b>	<b>405-1</b>			Includes U.S. and Puerto Rico Salaried employees
<b>Goal Metric: Black, Asian, Minority Ethnic (BAME) in the U.K.</b>	<b>Percentage of total employees in the U.K.</b>	<b>Commitment made in 2021</b>	<b>11%</b>	<b>13%</b>	<b>405-1</b>			Black, Asian, Minority Ethnic; a commonly used abbreviation in the UK. The aspiration is based on a weighted average of the split between our populations in London office and our factories.
<b>Goal Metric: Salaried Brazil employee population who identify as Pretos e Pardos</b>	<b>Percentage of salaried employees in Brazil</b>	<b>Commitment made in 2021</b>	<b>30%</b>	<b>32%</b>	<b>405-1</b>			Pretos e Pardos translates to "Black & two or more races." 2022 goal progress excludes BR Spices and Hemmer acquisitions that occurred in 2022. These acquisitions are included in all other HR metrics.
Total employees	Number of employees	38,744	37,821	38,512	405-1			Total employees include temporary, seasonal and student workers in addition to regular full-time employees. Note that all reported global employee metrics do not include employees that joined the Company as part of acquisitions that closed in the fourth quarter of 2022.
Full-time employees	Percentage of total employees	98.60%	98.42%	98.86%	405-1			
Part-time employees	Percentage of total employees	1.40%	1.58%	1.14%	405-1			
Women	Percentage of total employees	36%	37%	37%	405-1			
Men	Percentage of total employees	63%	63%	63%	405-1			

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Metric	Unit	2020	2021	2022	GRI	SASB	TCFD	Notes
Nonbinary	Percentage of total employees	< 1%	< 1%	< 1%	405-1			
Gender not disclosed	Percentage of total employees	< 1%	< 1%	< 1%	405-1			
White (U.S. employees only)	Percentage of total employees	73%	70%	69%	405-1			Includes U.S. and Puerto Rico Salaried employees
Ethnicity not disclosed (U.S. employees only)	Percentage of total employees	3%	3%	3%	405-1			Includes U.S. and Puerto Rico Salaried employees
<b>Executive Leadership Team</b>								
African American or Black	Percentage of executive leadership team	18%	10%	10%	405-1			
Hispanic or Latino	Percentage of executive leadership team	64%	70%	60%	405-1			
White	Percentage of executive leadership team	18%	20%	20%	405-1			
Asian	Percentage of executive leadership team	0%	0%	10%	405-1			
Women	Percentage of executive leadership team	27%	30%	40%	405-1			
Men	Percentage of executive leadership team	73%	70%	60%	405-1			
<b>Safety Metrics</b>								
Total Recordable Incident Rate (TRIR)	Rate	0.74	0.62	0.53				FB-MP-320a.1
<b>Learning &amp; Development Metrics</b>								
Average learning hours per employee	Hours	14	14.4	14				

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**TOGETHER**  
*at the* **TABLE**

**KraftHeinz** | **2023 ESG Report**

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