



Nestlé Good food, Good life



Creating Shared Value
and meeting our commitments

Global Reporting Initiative Index 2019

Nestlé. Enhancing quality of life and
contributing to a healthier future.

GRI Content Index

This content index accompanies our [Creating Shared Value Progress Report 2019](#) and has been prepared in accordance with the GRI Standards: Comprehensive option of the 2016 Global Reporting Initiative’s (GRI) Standards. The data in this report relates to the fiscal year ending December 31, 2019, unless otherwise stated. For a detailed explanation of the indicators, visit the GRI website (www.globalreporting.org).

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

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



Abbreviations

- AR:** [Annual Review 2019](#)
CFS: [Consolidated Financial Statements of the Nestlé Group](#)
CGR: [Corporate Governance Report](#)
Web: [Our impact](#)

The following references are used for chapters in the [Creating Shared Value Progress Report 2019](#):
CSV: Creating Shared Value
IaF: Individuals and families
C: Communities
P: Planet
RaG: Reporting and governance

Additional data (referenced in the GRI Content Index) can be found in the [Appendix](#)

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
GRI 102: General Disclosures				
Organizational profile				
102-1 Name of the organization	Front cover of report	No omission permitted		
102-2 Activities, brands, products, and services	http://www.nestle.com/brands AR: Connecting through our brands p20–21 AR: Powdered and Liquid Beverages p22–23 AR: Nutrition and Health Science p24–25 AR: PetCare p26–27 AR: Milk Products and Ice Cream p28–29 AR: Prepared dishes and Cooking aids p30–31 AR: Confectionery p32–33 AR: Water p34–35	No omission permitted		
102-3 Location of headquarters	CGR: Group Structure and Shareholders p3	No omission permitted		
102-4 Location of operations	AR: Sales, employees and factories by geographic area p55 AR: Factories p66–67 CFS: Analyses by segment p81–90	No omission permitted		
102-5 Ownership and legal form	CFS: Companies of the Nestlé Group, joint arrangements and associates p154–172 CGR: Group structure and shareholders p3 AR: Corporate Governance and Compliance p68–74	No omission permitted		
102-6 Markets served	AR: Our business (wrapper) AR: Powdered and Liquid Beverages p22–23 AR: Nutrition and Health Science p24–25 AR: PetCare p26–27 AR: Milk Products and Ice Cream p28–29 AR: Prepared dishes and Cooking aids p30–31 AR: Confectionery p32–33 AR: Water p34–35 AR: Group overview p50–55 CFS: Companies of the Nestlé Group, joint arrangements and associates p154–172	No omission permitted		
102-7 Scale of the organization	AR: Connecting through our brands p20–21 AR: Group overview p50–55 AR: Geographic data: Sales, employees and factories by geographic area p55, Factories p66–67 CFS: Consolidated balance sheet as at December 31, 2019 p68–69 CFS: Consolidated cash flow statement for the year ended December 31, 2019 p70 CSV: Our 2020 commitments and progress p5 AR: Financial Review, Key Figures p49	No omission permitted		
102-8 Information on employees and other workers	See data charts GRI Index Appendix: 102-8 Employees and 405-1 Diversity Nestlé does not have a substantial portion of its work performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. Nestlé does not have any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries). This data is reported through head count database management systems, which take inputs from all the markets/countries' HR management systems.	No omission permitted		

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
102-9 Supply chain	CSV: <u>Nestlé's material issues across the value chain</u> C: Enhancing rural development and livelihoods p25–30 See also: Web: Our raw materials https://www.nestle.com/csv/raw-materials	No omission permitted		
102-10 Significant changes to the organization and its supply chain	CFS: Acquisitions and disposals p75–80 AR: Letter to our shareholders, p2–7 CGR: 2.3 Changes in capital p4 There were no material changes to Nestlé's supply chain in this reporting year.	No omission permitted		
102-11 Precautionary Principle or approach	<u>The Nestlé Policy on Environmental Sustainability</u> The policy incorporates the United Nations Global Compact (UNGC) environmental principles, which state that businesses should: support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of technologies with a better environmental performance.	No omission permitted		
102-12 External initiatives	Web: Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances Web: UN Global Compact https://www.nestle.com/csv/what-is-csv/partnerships-alliances/united-nations IaF: Supporting breastfeeding p18 P: Water stewardship advocacy > Partnerships and initiatives to protect water resources p43 When Nestlé signs up to a charter, principle or other initiative, then it applies to all countries.	No omission permitted		
102-13 Membership of associations	Web: Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances	No omission permitted		
Strategy				
102-14 Statement from senior decision-maker	CSV: A message from our Chairman and CEO p2	No omission permitted		
102-15 Key impacts, risks, and opportunities	AR: Principal risks and uncertainties p62–64 CSV: Focusing on our material issues p4 CSV: Our 2020 commitments and progress p5 IaF: Offering tastier and healthier choices p7 IaF: Inspiring people to lead healthier lives p13 IaF: Building, sharing and applying nutrition knowledge p21 C: Enhancing rural development and livelihoods p25 C: Respecting and promoting human rights p31 C: Assess and address human rights impacts p32 C: Promoting fair employment and diversity p36 P: Caring for water p41 P: Acting on climate change p46 P: Safeguarding the environment p49 Web: 2019 CDP Investor submission https://www.nestle.com/sites/default/files/2020-01/nestle-answers-cdp-climate-2019.pdf Web: 2019 CDP Water Investor submission https://www.nestle.com/sites/default/files/2020-02/creating-shared-value-cdp-nestle-water-2019.pdf	No omission permitted		

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Ethics and integrity				
102-16 Values, principles, standards, and norms of behaviour 16	<p>C: Respecting and promoting human rights in our business activities p31</p> <p>Web: CSV > Ethical Business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business</p> <p>Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people</p> <p>AR: Compliance p74</p> <p>The Nestlé Corporate Business Principles have been translated into over 50 languages, see: http://www.nestle.com/aboutus/businessprinciples/businessprinciples</p> <p>The Nestlé Code of Business Conduct is available in English, French, German and Spanish, see: http://www.nestle.com/aboutus/businessprinciples/code-of-business-conduct</p>	No omission permitted		
102-17 Mechanisms for advice and concerns about ethics 16	<p>Management of Nestlé's internal and external mechanisms for seeking advice or reporting concerns about unethical or unlawful behavior is the responsibility of the compliance team, see:</p> <p>C: Our culture of business ethics and integrity p34</p> <p>C: Grievance mechanisms and remediation p35</p> <p>Web: https://www.nestle.com/aboutus/businessprinciples/code-of-business-conduct</p> <p>Web: https://www.nestle.com/aboutus/businessprinciples/report-your-concerns</p> <p>Our Compliance Reporting System, <i>Tell us</i>, provides all external stakeholders with a dedicated communication channel for reporting potential instances of non-compliance with our Corporate Business Principles. <i>Tell us</i> allows stakeholders to report non-compliances confidentially or ask for information on our practices. The <i>Nestlé Integrity Reporting System</i>, and <i>Tell us</i> are managed globally and are independent of Nestlé markets. The <i>Tell us</i> system is managed independently by a third party and is available 365 days a year 24 hours a day. Both systems are anonymous.</p>			
Governance				
102-18 Governance structure	<p>CGR: Board of Directors p6</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p>	No omission permitted		
102-19 Delegating authority	<p>Committees report to the Board, as per governance diagram:</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p>			
102-20 Executive-level responsibility for economic, environmental, and social topics	<p>Nestlé does not have a head of sustainability, rather sustainability is embedded in all functions. The Board of Directors, the Chairman, the CEO and our Executive Board are responsible for the supervision and management of our role in society, and for ensuring we achieve our purpose and our ambitions.</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Web: https://www.nestle.com/investors/corporate-governance</p>			
102-21 Consulting stakeholders on economic, environmental, and social topics 16	<p>CGR: Shareholders' Participation Rights p24</p> <p>Web: CSV > Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement</p> <p>Consultation is often delegated, usually to Nestlé Public Affairs team, and feedback is through the relevant task forces and working groups. Feedback from the stakeholder convenings and the CSV fora (attended by the CEO and/or Chairman) is reported back to the CSV board.</p>			
102-22 Composition of the highest governance body and its committees 5 16	CGR: Board of Directors p6			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
102-23 Chair of the highest governance body 16	CGR: Board of Directors p6			
102-24 Nominating and selecting the highest governance body 5 16	<p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>CGR: Internal organizational structure p13</p> <p>Article 6 of the Articles of Association (https://www.nestle.com/asset-library/documents/library/documents/corporate_governance/articles-of-association-of-nestle-en.pdf) states the extent of the involvement of shareholders in electing the highest governance body members.</p> <p>Read with section 3.4 (on p12) of CGR, Elections and terms of office, which states, "The Chairman of the Board of Directors, the members of the Board of Directors and the members of the Compensation Committee are elected individually by the General Meeting..."</p> <p>The nomination process is managed by the Nomination Committee in accordance with its established procedures and criteria for the selection of Board members. All elements are considered.</p> <p>Membership in the Nomination and Sustainability Committee of the Board requires expertise in environmental topics (see p14 of Corporate Governance Report); also see Nomination and Sustainability Committee Charter (https://www.nestle.com/asset-library/documents/investors/others/nomination-and-sustainability-committee-6-april-2017.pdf)</p>			
102-25 Conflicts of interest 16	<p>CGR: 3 Board of Directors p6</p> <p>CGR: 3.1.3 Cross-involvement p8</p> <p>CGR: 3.3 Mandates outside Nestlé p12</p> <p>CGR: 3.5.1 Allocation of tasks within the Board of Directors p13</p> <p>CGR: Article 18(e) p56</p> <p>CGR: Article 21 p57</p> <p>Nestlé annually conducts an internal Directors & Officers (D&O) Questionnaire, which covers conflict of interest. While these documents are not public, they are audited by KPMG.</p>			
102-26 Role of highest governance body in setting purpose, values, and strategy	<p>Web: CSV > Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>The Board of Directors and the Executive Board sign off and approve updates of Nestlé's purpose, value or mission statements, strategies, policies and goals related to economic, environmental and social impacts.</p>			
102-27 Collective knowledge of highest governance body 4	<p>Our Executive Board members do not receive separate formal training on CSV issues as CSV is embedded in our business management, and thus a core part of their role.</p> <p>To ensure all CSV issues are governed appropriately external experts in CSV issues are a part of our governance model, see:</p> <p>Web: CSV > Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Newly appointed Board members receive an appropriate introduction into the business and affairs of the Company and the Group. Many of our most senior people, including our Chairman, play a leading role in various multistakeholder initiatives relevant to CSV issues, such as the 2030 Water Resources Group (2030 WRG).</p> <p>AR: Board of Directors of Nestlé S.A. p70–71</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
102-28 Evaluating the highest governance body's performance	CGR: Principles of compensation for members of the Executive Board p38 CGR: Internal organizational structure p13 Web: https://www.nestle.com/investors/corporate-governance Web: CSV > Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Newly appointed Board members receive an appropriate introduction into the business and affairs of the Company and the Group. If required, the Nomination and Sustainability Committee arranges for further training. It reviews, at least annually, the independence of the members of the Board and it prepares the annual self-evaluation of the Board and its Committees. It oversees the long-term succession planning of the Board. The Company performs annual self-evaluation of the Board and its Committees, including confidential, anonymous feedback and individual interviews.			
102-29 Identifying and managing economic, environmental, and social impacts 16	AR: Principal risks and uncertainties, Group risk management p62 CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain Web: CSV > Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Board of Directors reviews the enterprise risk management process. The Nestlé in Society Board reviews the materiality (also includes stakeholder feedback). We have leadership and steering committees focused on our key issues to drive our ambitions and commitments and ensure alignment.			
102-30 Effectiveness of risk management processes	AR: Principal risks and uncertainties, Group risk management p62 CSV: Nestlé's material issues across the value chain			
102-31 Review of economic, environmental, and social topics	AR: Principal risks and uncertainties, Group risk management p62 CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain			
102-32 Highest governance body's role in sustainability reporting	The Nomination and Sustainability Committee of the Board of Directors has oversight of the summary/print report and materiality exercise. The summary Creating Shared Value report and the full Creating Shared Value report and the assurance of the reports is requested and signed off by Eugenio Simioni, Corporate Communications Director* and Rob Cameron, Global Head of Public Affairs. The printed Creating Shared Value Progress Report 2019 was reviewed by the CEO and Chairman. *New job title as of January 1, 2020 – Market Head of Nestlé Switzerland			
102-33 Communicating critical concerns	AR: Principal risks and uncertainties, Group risk management p62 AR: Compliance p74 C: Grievance mechanisms and remediation p35 C: Our culture of business ethics and integrity p34 Web: CSV > Governance and Policies > Our internal governance structure Critical concerns are reported through the Compliance Committee (which is a sub-committee of the Executive Board).			

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102-34 Nature and total number of critical concerns	AR: Compliance p74 C: Grievance mechanisms and remediation p35 C: Our culture of integrity p34 RaG: Our key performance indicators p57–58 Critical concerns are raised through <i>Tell us</i> , CARE and the <i>Nestlé Integrity Reporting System</i> , which are reviewed by our Compliance team and reported to the Executive Board, as per the Guideline Integrity Reporting System and Compliance Complaints section on Escalation and Prioritisation. The Group Compliance Committee also serves as a steering committee for the oversight and coordination of compliance-related activities and initiatives, and regularly reports and makes recommendations to the Executive Management of the Company. Our Annual Compliance Report is presented to the Executive Board Member.			
102-35 Remuneration policies	CGR: Compensation report p29–49 Creating Shared Value issues (covering economic, environmental and social criteria) are included in the company's business plans. Senior executives are assessed against the business plans.			
102-36 Process for determining remuneration	CGR: Compensation report p29–49 Web: Compensation Committee: https://www.nestle.com/investors/corporate-governance/boardcommittees Web: Engaging with our people > Living wage https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people No remuneration consultants are involved in determining remuneration.			
102-37 Stakeholders' involvement in remuneration 16	CGR: Compensation report p29–49 In regard to executive compensation, we have identified our shareholders as the key stakeholders for this issue. The Board of Directors solicits feedback from investors annually on the compensation system and follows a strategy of continuous improvement with respect to investor concerns and transparency. As from 2015, shareholders will approve the total compensation of the Supervisory Board and the Management Board in a binding vote in accordance with the new Articles of Association adopted on April 10, 2014.			
102-38 Annual total compensation ratio	The median of the total annual compensation of all employees, except the CEO, is estimated at CHF 54 274. The total annual compensation of the CEO was CHF 9 853 305 in 2019. The ratio of the annual median employee compensation to the total annual CEO compensation is 182. Accompanying notes: For total 2019 CEO compensation, please see p46 of the Corporate Governance Report 2019: https://www.nestle.com/sites/default/files/2020-02/corp-governance-report-2019-en.pdf Median is an estimate based on 2019 Company total worldwide salaries and welfare expenses of CHF 15 794 million and average number of 291 000 employees – see p105 & p152 of the Financial Statements 2019: https://www.nestle.com/sites/default/files/2020-02/2019-financial-statements-en.pdf The ratio of the annual median employee compensation and the total annual CEO compensation is distorted due to worldwide salary differences. The Board of Directors solicits feedback from investors annually on the compensation system and follows a strategy of continuous improvement with respect to investor concerns and transparency. As from 2015, shareholders will approve the total compensation of the Supervisory Board and the Management Board in a binding vote in accordance with the new Articles of Association adopted on April 10, 2014.	Breakdown by zone	The information is currently unavailable.	As this is our global report, we have provided the ratio of the annual total compensation for the company's highest paid individual and the median annual compensation for all employees globally. We have not provided a country-level breakdown as that is outside the scope of our global report. Moreover, the disclosure of the CEO, members of the Board of Directors and total compensation of the Executive Board is based on Swiss legal requirements and the Swiss Code of Best Practices for Corporate Governance as duly stated in the CGR (p3), and does not breakdown the information by country.

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102-39 Percentage increase in annual total compensation ratio	<p>Accompanying notes: The percentage difference in the CEO's compensation between 2019 and 2018 is an increase of 5.55%. The percentage difference in median employee compensation between 2019 and 2018 is a decrease of -0.13%. For total 2019 CEO compensation and for details on the types of compensation included in the calculation please see p44 of the Corporate Governance Report 2019: https://www.nestle.com/sites/default/files/2020-02/corp-governance-report-2019-en.pdf</p> <p>The median compensation per employee is an estimate based on the company's total worldwide salaries divided by the total number of employees in each reported year. Please see p105 and p152 of the Financial Statements 2019: https://www.nestle.com/sites/default/files/2020-02/2019-financial-statements-en.pdf</p> <p>The annual median employee compensation and the total annual CEO compensation are distorted due to worldwide salary difference.</p> <p>We have not provided the ratio figure as calculating this from one figure that is a percentage increase and one figure that is a percentage decrease will not provide a true representation of the difference.</p>	Breakdown by zone	The information is currently unavailable.	As this is our global report, we have provided the ratio of the percentage increase between the CEO and the median compensation of our employees worldwide between 2017 and 2018. We have not provided a country-level breakdown as that is outside the scope of our global report. Moreover, the disclosure of the CEO, members of the Board of Directors and total compensation of the Executive Board is based on Swiss legal requirements and the Swiss Code of Best Practices for Corporate Governance as duly stated in the CGR (p3), and does not break down the information by country.
Stakeholder engagement				
102-40 List of stakeholder groups	Web: CSV > Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement	No omission permitted		
102-41 Collective bargaining agreements	56.9% of our global workforce is covered by collective bargaining agreements.	No omission permitted		
102-42 Identifying and selecting stakeholders	<p>We identify stakeholders with expertise across our business and value chain. For our Creating Shared Value (CSV) convenings, stakeholders are identified and selected for invitation based on:</p> <ul style="list-style-type: none"> • Their expertise in relevant CSV issues (including nutrition and health, water and environmental sustainability, human rights and rural development). • Their relationship with Nestlé. • Their knowledge and experience of important Nestlé markets. <p>Nestlé seeks to engage at its convenings stakeholders with expertise across CSV issues and representing a range of interests including stakeholders drawn from NGOs, academic centers, governmental and intergovernmental organizations, funding agencies, think tanks, consultancies and social enterprises working in Nestlé's CSV issue areas.</p> <p>Note previously we have also included faith-based organizations in this list.</p> <p>We also conduct a Nestlé Stakeholder Community survey. This is an annual survey with global Key Opinion Leaders (KOLs) that aims to understand evolving views on the company's issues and reputation management.</p>	No omission permitted		



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102-43 Approach to stakeholder engagement	<p>Through meaningful engagement, our stakeholders have helped us improve and helped us set the priorities for our Creating Shared Value strategy. Our global stakeholder network ranges from people we engage with regularly through our operations to those in public positions who influence our activities.</p> <p>Our annual program of stakeholder convenings and CSV Forum events provides opportunities to intensify that dialogue, building on our understanding of important societal issues. In 2019 we hosted a Nestlé Stakeholder Convening in London, which was attended by approximately 70 stakeholders as well as 17 members of Nestlé staff, including Nestlé S.A. CEO, Mark Schneider. Three themes were covered during the two-day convening: Nutrition in the first 1000 days, Diversity & Inclusion and Plastic Packaging.</p> <p>We also conduct a Nestlé Stakeholder Community survey. This is an annual survey with global Key Opinion Leaders (KOLs) that aims to understand evolving views on the company's issues and reputation management.</p> <p>Please find meaningful examples of our engagements with our stakeholders across the following sections of this report.</p> <p>CSV: Focusing on our material issues p4</p> <p>Web: CSV > Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Web: CSV > Contributing to the global goals https://www.nestle.com/csv/what-is-csv/contribution-global-goals</p> <p>Web: CSV > Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances</p> <p>P: Water stewardship advocacy p43</p> <p>Web: CSV > Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement</p>	No omission permitted		
102-44 Key topics and concerns raised	<p>We engage, listen and respond to a wide range of stakeholders on a regular basis. Through meaningful engagement, our stakeholders have helped us improve and set the priorities for our Creating Shared Value strategy. This report is written in part to address concerns raised by stakeholders. Our annual program of stakeholder convenings and CSV Forum events bring together our key stakeholder groups including investors, government, civil society, international organizations and partners. We report on their collective concerns and recommendations on key topics and report our response to their concerns. Outcomes from such dialogue are fed back to senior management through the Nestlé in Society Board.</p> <p>Please find meaningful examples of our engagements, initiatives and partnerships with our stakeholders across the following sections of this report.</p> <p>CSV: Focusing on our material issues p4</p> <p>RaG: About this report p55</p> <p>Web: CSV > Stakeholder engagement > Stakeholder recommendations https://www.nestle.com/csv/what-is-csv/stakeholder-engagement</p> <p>Web: CSV > Supporting breastfeeding > One of the best at marketing responsibly https://www.nestle.com/csv/impact/healthier-lives/baby-milk</p>	<p>ii. The stakeholder groups that raised each of the key topics and concerns.</p> <p>No omission permitted</p>	Confidentiality constraints	The stakeholder convenings are held under the Chatham House Rule, so the identity and affiliation of the participants is confidential. This means we are unable to report the stakeholder groups that raised each of the key topics and concerns.
Reporting practice				
102-45 Entities included in the consolidated financial statements	<p>CFS: Companies of the Nestlé Group p154–172</p> <p>CFS: Scope of consolidation, acquisitions and disposals of businesses, assets held for sale and acquisitions of non-controlling interests p75</p> <p>RaG: About this report p55</p> <p>All entities are covered by the report; where there are exceptions these are noted as footnotes in the report.</p>	No omission permitted		

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102-46 Defining report content and topic boundaries	RaG: About this report p55 CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain Web: CSV > Stakeholder engagement > Stakeholder recommendations https://www.nestle.com/csv/what-is-csv-stakeholder-engagement	No omission permitted		
102-47 List of material topics	CSV: Focusing on our material issues p4	No omission permitted		
102-48 Restatements of information	Some data in the report has been restated and is noted in the footnotes for the relevant data chart/table on a case-by-case basis, including for our key performance indicators, see: Our key performance indicators p57–58 Web: https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-cnepi-definitions.xlsx	Report the effect of any restatements. No omission permitted	The information is currently unavailable.	If this occurs in our 2019 report, we will add the relevant information to the data footnotes.
102-49 Changes in reporting	RaG: About this report p55 CSV: Focusing on our material issues p4 There were no material changes in reporting in 2019. Every two years we conduct a thorough materiality analysis. In 2018 we carried out our first materiality exercise since having switched from the Global Reporting Initiative (GRI) G4 Guidelines to the GRI Standards. We worked with DNV GL, an independent organization, to conduct the assessment using a formal materiality process to ensure alignment with the GRI Standards. For 2018, the materiality process was evolved to bring both non-financial and financial risk identification together and to connect it more closely to business operations. In addition to identifying and prioritizing issues from internal and external stakeholders, the 2018 materiality assessment integrated with the Enterprise Risk Management process, harnessed the perspectives of mainstream investors, and involved key markets and growth categories.	No omission permitted		
102-50 Reporting period	RaG: About this report p55	No omission permitted		
102-51 Date of most recent report	RaG: About this report p55 Nestlé's previous report was published in 2019 and covered Nestlé's global operations for the year ending December 31, 2018.	No omission permitted		
102-52 Reporting cycle	RaG: About this report p55	No omission permitted		
102-53 Contact point for questions regarding the report	RaG: About this report p55	No omission permitted		
102-54 Claims of reporting in accordance with the GRI Standards	RaG: About this report p55 Web: https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-nestle-gri-content-index-2019.pdf	No omission permitted		
102-55 GRI content index	Web: https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-nestle-gri-content-index-2019.pdf	No omission permitted		
102-56 External assurance	RaG: About this report p55 RaG: Independent assurance statement p56 The Nomination and Sustainability Committee of the Board of Directors has oversight of the summary/print report and materiality exercise. The summary Creating Shared Value report and assurance of the report statement is requested and signed off by Eugenio Simioni, Corporate Communications Director*, and Rob Cameron, Global Head of Public Affairs. *New job title as of January 1, 2020 – Market Head of Nestlé Switzerland	No omission permitted		

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GRI 200 Economic Standard Series				
Economic Performance				
103-1 Explanation of the material topic and its Boundary	AR: Letter to our shareholders p2–7 CSV: A message from our Chairman and CEO p2 CSV: Creating Shared Value p3 CSV: Focusing on our material issues p4 Half-Year Report January–June 2019 https://www.nestle.com/sites/default/files/2019-08/2019-half-year-report-en.pdf Consolidated Financial Statements 2019 https://www.nestle.com/sites/default/files/2020-02/2019-financial-statements-en.pdf			
103-2 The management approach and its components	See above. Bernstein's 16th Annual Pan European Strategic Decisions Conference presentation by François-Xavier Roger, Nestlé Chief Financial Officer https://www.nestle.com/media/mediaeventscaleNDAR/allevants/bernstein-annual-pan-european-strategic-decisions-conference-2019 CSV: A message from our Chairman and CEO p2 AR: Letter to our shareholders p2–7 C: Grievance mechanisms and remediation p35			
103-3 Evaluation of the management approach	See above. CSV: A message from our Chairman and CEO p2 AR: Letter to our shareholders p2–7			
201-1 Direct economic value generated and distributed 2 5 7 8 9	Creating Shared Value is an integral part of our business strategy, and key achievements from each CSV focus area described in this report. In addition, in 2019, Nestlé provided a total of CHF 95 million in charitable contributions and other non-commercial economic support (in monetary or product form), assisting many communities at the local level; for example, with cultural and academic activities, during natural disasters, and through the donations of finished goods, etc. This amount includes the approximately CHF 11 million global spend on the Nestlé Healthy Kids Program. CFS: Consolidated income statement for the year ended December 31, 2019 p66 RaG: Collaborating for major change p54 Web: Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business IaF: Promoting healthy behaviors in children p17 C: Delivering impact through <i>Farmer Connect</i> p26 Web: Taxation https://www.nestle.com/csv/what-is-csv/taxation	a. ii. Payments to government by country. a. iii. Economic value retained: 'direct economic value generated' less 'economic value distributed.' b. To better assess local economic impacts, report EVG&D separately at country, regional, or market levels, where significant. Report the criteria used for defining significance.	a. ii. & iii. The information is subject to specific confidentiality constraints. b. The Standard Disclosure or part of the Standard Disclosure is not applicable.	Part a. ii. & iii. According to the code of conduct, political contributions are not allowed, with the exception of Switzerland whereby the recipients of the donations are sensitive information. Part b. is not applicable as this is a report on global operations and is not reporting at a country level.
201-2 Financial implications and other risks and opportunities due to climate change 13	P: Acting on climate change p46 Web: 2019 CDP Investor submission, C2 Module: Risks and Opportunities https://www.nestle.com/sites/default/files/2020-01/nestle-answers-cdp-climate-2019.pdf			
201-3 Defined benefit plan obligations and other retirement plans	CFS: Employee benefits liabilities p105 CFS: Post-employment benefits p105 CFS: Employee benefits p106	d. Report the percentage of salary contributed by employee or employer. e. Report the level of participation in retirement plans (such as participation in mandatory or voluntary schemes, regional or country-based schemes, or those with financial impact).	The information is currently unavailable.	It is not possible to provide this data given that each market has its own pension plan and it is therefore too complex to create an accurate global picture.

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
201-4 Financial assistance received from government		<p>The reporting organization shall report the following information:</p> <p>a. Total monetary value of financial assistance received by the organization from any government during the reporting period, including:</p> <ul style="list-style-type: none"> i. Tax relief and tax credits ii. Subsidies iii. Investment grants, research and development grants, and other relevant types of grant iv. Awards v. Royalty holidays vi. Financial assistance from Export Credit Agencies (ECAs) vii. Financial incentives viii. Other financial benefits received or receivable from any government for any operation <p>b. The information in 201-4-a by country.</p> <p>c. Whether, and the extent to which, any government is present in the shareholding structure.</p>	The Standard Disclosure or part of the Standard Disclosure is not applicable.	Based on existing information, we do not receive significant financial assistance from government that would materially affect our position. There is no government present in the shareholding structure.
Market Presence				
103-1 Explanation of the material topic and its Boundary	<p>Our global presence has a significant impact on local economies, employment both directly and in our supply chain. Moreover, our global presence enables us to achieve our goal of being the leading nutrition, health and wellness company, see:</p> <p>AR: Group overview p50–55</p> <p>CFS: Analyses by Segment p81–90</p> <p>Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people</p> <p>CSV: Focusing on our material issues p4</p> <p>RaG: About this report p55</p>			
103-2 The management approach and its components	<p>See above.</p> <p>Bernstein's 16th Annual Pan European Strategic Decisions Conference presentation by François-Xavier Roger, Nestlé Chief Financial Officer</p> <p>https://www.nestle.com/media/mediaevents/calendar/allevvents/bernstein-annual-pan-european-strategic-decisions-conference-2019</p> <p>CSV: A message from our Chairman and CEO p2</p> <p>AR: Letter to our shareholders p2–7</p> <p>C: Grievance mechanisms and remediation p35</p> <p>Web: https://www.nestle.com/aboutus/businessprinciples/report-your-concerns</p> <p>Providing effective grievance mechanisms to employees and stakeholders is one of Nestlé's 2020 commitments. Through our <i>Tell us</i> system we continuously ensure that robust grievance mechanisms are in place and are effectively communicated to employees and external stakeholders. We are continuously working on improving accessibility of grievance mechanisms to employees and other external stakeholders.</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)												
103-3 Evaluation of the management approach	See above. CSV: A message from our Chairman and CEO p2 AR: Letter to our shareholders p2–7															
202-1 Ratios of standard entry level wage by gender compared to local minimum wage		Indicator omitted	The information is currently unavailable.	The information is currently unavailable. Nestlé does not provide a breakdown of this data by gender as we are committed to ensuring all our employees receive a living wage, which covers their needs according to local standards of living. We have been working to assess pay rates globally with non-profit Business for Social Responsibility (BSR) since 2014. We assess rates every three years. A few gaps were identified during the first three years, and they were swiftly addressed. 2019 saw the completion of the second-third of the three-year cycle. All countries have embedded in their pay practice to ensure a living wage to all employees in the case any gap is identified during the assessment exercise with BSR. We will continue the three-year assessment with the countries in 2020 and beyond in order to ensure that Nestlé remains a living wage employer globally.												
202-2 Proportion of senior management hired from the local community <div>8</div>	<p>Nestlé has identified that the proportion of native employees at management levels in developing countries lags behind that of more developed countries, and it is these countries that are considered significant locations of operation for this data tracking, see:</p> <p>Local Management Committee members native to country in developing countries (%)*</p> <table><tr><td>2016</td><td><div></div></td><td>73.3%</td></tr><tr><td>2017</td><td><div></div></td><td>78.0%</td></tr><tr><td>2018</td><td><div></div></td><td>83.0%</td></tr><tr><td>2019</td><td><div></div></td><td>85.5%</td></tr></table> <p>*covers 82.9% of employees in HR system</p> <p>For the purpose of this indicator, senior management is defined as Nestlé in Market Management Committee level in each of the markets and local is defined as the country or market in which we operate.</p>	2016	<div></div>	73.3%	2017	<div></div>	78.0%	2018	<div></div>	83.0%	2019	<div></div>	85.5%			
2016	<div></div>	73.3%														
2017	<div></div>	78.0%														
2018	<div></div>	83.0%														
2019	<div></div>	85.5%														
Indirect Economic Impacts																
103-1 Explanation of the material topic and its Boundary	<p>CSV: Focusing on our material issues p4</p> <p>CSV: Nestlé’s material issues across the value chain</p> <p>C: Enhancing rural development and livelihoods p25</p> <p>C: For our communities p24</p> <p>C: Delivering impact through <i>Farmer Connect</i> p26</p> <p>As a global company, we recognize that we have significant indirect economic impacts across our value chain. Our CSV strategy and management approach for managing our indirect economic impacts both positive and negative is focused on the millions of farmers and local communities around the world who depend on our business for their livelihoods.</p>															

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-2 The management approach and its components	<p>C: Enhancing rural development and livelihoods p25</p> <p>C: For our communities p24</p> <p>C: Delivering impact through <i>Farmer Connect</i> p26</p> <p>Web: Corporate Business Principles https://www.nestle.com/asset-library/documents/library/documents/corporate_governance/corporate-business-principles-en.pdf</p> <p>As a global company, we recognize that we have significant indirect economic impacts across our value chain. Our CSV strategy and management approach for managing our indirect economic impacts both positive and negative is focused on the millions of farmers and local communities around the world who depend on our business for their livelihoods.</p> <p>The Nestlé Corporate Business Principles are at the basis of our company's culture and underscore our approach, principles, policies, standards and guidelines to Creating Shared Value. Through our Creating Shared Value work we find business solutions for societal issues, which leads to the creation of initiatives like <i>Farmer Connect</i> as a model for delivering positive impact in our value chain.</p>			
103-3 Evaluation of the management approach	<p>C: Enhancing rural development and livelihoods p25</p> <p>C: Delivering impact through <i>Farmer Connect</i> p26</p> <p>Rural Development Framework: 'Part II' https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate_social_responsibility/nestle-rural-development-framework-update2015.pdf</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>As a global company, we recognize that we have significant indirect economic impacts across our value chain. Our CSV strategy and management approach for managing our indirect economic impacts both positive and negative is focused on the millions of farmers and local communities around the world who depend on our business for their livelihoods.</p>			
203-1 Infrastructure investments and services supported 	<p>Our most material infrastructure investments are through our Healthy Kids program, our <i>Caring for Water</i> initiative and <i>Nestlé Needs YOUTH</i> program. Some volunteering has been done with <i>Nestlé for Healthier Kids</i> and water donations have been made through our <i>Caring for Water</i> initiative, but all three are predominantly commercial.</p> <p>C: For our communities > global youth initiative: <i>Nestlé Needs YOUTH</i> p24</p> <p>laF: <i>Nestlé for Healthier Kids</i> p6</p> <p>P: <i>Caring for Water</i> initiative p41</p> <p>laF: Inspiring people to lead healthier lives p13</p> <p>C: Enhancing rural development and livelihoods p25</p> <p>Web: Our raw materials https://www.nestle.com/csv/raw-materials</p> <p>Web: <i>Nestlé for Healthier Kids</i></p>			
203-2 Significant indirect economic impacts 	<p>CSV: Our 2020 commitments and progress p5</p> <p>C: Delivering impact through <i>Farmer Connect</i> p26</p> <p>C: Coffee p29</p> <p>Web: Our raw materials > Coffee > The <i>Nespresso AAA Program</i> https://www.nestle.com/csv/raw-materials/coffee</p> <p>C: Empowering women p38</p> <p>C: Opportunities for young people p37</p> <p>RaG: Our key performance indicators p57–58</p> <p>Our Theory of Change methodology is used to develop an action framework (inputs–outputs–outcomes–impacts) that allows us to overcome development gaps in rural communities we source from. It is designed to deliver positive impacts. However, we always assess both positive and unintended negative impacts. If we observe unintended negative impacts on output or outcome levels we take action and redirect activities.</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Procurement Practices				
103-1 Explanation of the material topic and its Boundary	CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain Web: Governance and Policies https://www.nestle.com/csv/what-is-csv/governance C: Enhancing rural development and livelihoods p25 C: Implement responsible sourcing p28 Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Pulp and paper https://www.nestle.com/csv/raw-materials/pulp-paper Web: Coffee https://www.nestle.com/csv/raw-materials/coffee Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: Dairy https://www.nestle.com/csv/raw-materials/dairy Web: Soya https://www.nestle.com/csv/raw-materials/soya Web: Sugar https://www.nestle.com/csv/raw-materials/sugar Web: Cereals and grains https://www.nestle.com/csv/raw-materials/cereals Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts Web: Vanilla https://www.nestle.com/csv/raw-materials/vanilla Web: Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Spices https://www.nestle.com/csv/raw-materials/spices Web: Vegetables https://www.nestle.com/csv/raw-materials/vegetables Web: Coconut https://www.nestle.com/csv/raw-materials/coconut			
103-2 The management approach and its components	Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Enhancing rural development and livelihoods p25 C: Implement responsible sourcing p28 Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Pulp and paper https://www.nestle.com/csv/raw-materials/pulp-paper Web: Coffee https://www.nestle.com/csv/raw-materials/coffee Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: Dairy https://www.nestle.com/csv/raw-materials/dairy Web: Soya https://www.nestle.com/csv/raw-materials/soya Web: Sugar https://www.nestle.com/csv/raw-materials/sugar Web: Cereals and grains https://www.nestle.com/csv/raw-materials/cereals Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts Web: Vanilla https://www.nestle.com/csv/raw-materials/vanilla Web: Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Spices https://www.nestle.com/csv/raw-materials/spices Web: Vegetables https://www.nestle.com/csv/raw-materials/vegetables Web: Coconut https://www.nestle.com/csv/raw-materials/coconut Nestlé Responsible Sourcing Standard https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-3 Evaluation of the management approach	Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Enhancing rural development and livelihoods p25 C: Delivering impact through <i>Farmer Connect</i> p26 C: Implement responsible sourcing p28 Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Pulp and paper https://www.nestle.com/csv/raw-materials/pulp-paper Web: Coffee https://www.nestle.com/csv/raw-materials/coffee Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: Dairy https://www.nestle.com/csv/raw-materials/dairy Web: Soya https://www.nestle.com/csv/raw-materials/soya Web: Sugar https://www.nestle.com/csv/raw-materials/sugar Web: Cereals and grains https://www.nestle.com/csv/raw-materials/cereals Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts Web: Vanilla https://www.nestle.com/csv/raw-materials/vanilla Web: Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood Web: Spices https://www.nestle.com/csv/raw-materials/spices Web: Vegetables https://www.nestle.com/csv/raw-materials/vegetables Web: Coconut https://www.nestle.com/csv/raw-materials/coconut <i>Nestlé Responsible Sourcing Standard:</i> https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf			
204-1 Proportion of spending on local suppliers 12	C: Enhancing rural development and livelihoods p25 C: Delivering impact through <i>Farmer Connect</i> p26	Indicator omitted	The information is currently unavailable.	Data not available. Although we source products locally where possible, as demonstrated by our <i>Farmer Connect</i> program, due to the complex, global nature of our supply chain and the types of products we source, our ability to track procurement spend locally is limited.
Percentage of purchased volume from suppliers compliant with company's sourcing policy	RaG: Our key performance indicators p57 C: Implement responsible sourcing p28			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
<p>Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard</p> <p>2 12 14 15</p>	<p>Sourced ingredients focuses on 15 priority categories, which represent the materials we source in the largest quantities or which are most important for us: cocoa; coffee; dairy; cereals and grains; fish and seafood; hazelnuts; meat, poultry and eggs; palm oil; pulp and paper; soya; sugar; vanilla; vegetables, coconut and spices.</p> <p>C: Implement responsible sourcing p28</p> <p>C: Coffee p29</p> <p>C: Nestlé Cocoa Plan p30</p> <p>Web: Responsible sourcing KPIs https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-responsible-sourcing-kpis-2019.pdf</p> <p>Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil</p> <p>Web: Pulp and paper https://www.nestle.com/csv/raw-materials/pulp-paper</p> <p>Web: Coffee https://www.nestle.com/csv/raw-materials/coffee</p> <p>Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan</p> <p>Web: Dairy https://www.nestle.com/csv/raw-materials/dairy</p> <p>Web: Soya https://www.nestle.com/csv/raw-materials/soya</p> <p>Web: Sugar https://www.nestle.com/csv/raw-materials/sugar</p> <p>Web: Cereals and grains https://www.nestle.com/csv/raw-materials/cereals</p> <p>Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Web: Vanilla https://www.nestle.com/csv/raw-materials/vanilla</p> <p>Web: Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs</p> <p>Web: Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Web: Spices https://www.nestle.com/csv/raw-materials/spices</p> <p>Web: Vegetables https://www.nestle.com/csv/raw-materials/vegetables</p> <p>Web: Coconut https://www.nestle.com/csv/raw-materials/coconut</p> <p>Nestlé Responsible Sourcing Standard: https://www.nestle.com/asset-library/documents/library/documents/suppliers/nestle-responsible-sourcing-standard-english.pdf</p>			
Anti-corruption				
<p>103-1</p> <p>Explanation of the material topic and its Boundary</p>	<p>Our commitment to work against corruption and bribery is integral to the Corporate Business Principles, the Nestlé Code of Business Conduct and the <i>Nestlé Responsible Sourcing Standard</i>. Our Human Resources, Legal and Group Compliance departments work together to train employees in these policies and to monitor behavior. Ensuring local compliance is the responsibility of each country business leader. Anti-corruption is included within the Corporate Compliance Framework, a dedicated compliance function that reports to the Group Compliance Committee and the Executive Board.</p> <p>Nestlé also demonstrates its commitment to business integrity through being a signatory to the United Nations Global Compact (UNGC). Principle 10 of the UNGC requires signatories to work against corruption in all its forms.</p> <p>CSV: Nestlé's material issues across the value chain</p> <p>Web: CSV > Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances</p> <p>Web: CSV > UN Global Compact https://www.nestle.com/csv/what-is-csv/partnerships-alliances/united-nations</p> <p>C: Respecting and promoting human rights p31</p> <p>C: Our culture of business ethics and integrity p34</p> <p>Web: CSV > Ethical business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-2 The management approach and its components	<p>Our commitment to work against corruption and bribery is integral to the Corporate Business Principles, the Nestlé Code of Business Conduct and the <i>Nestlé Responsible Sourcing Standard</i>. Our Human Resources, Legal and Group Compliance departments work together to train employees in these policies and to monitor behavior. Ensuring local compliance is the responsibility of each country business leader. Anti-corruption is included within the Corporate Compliance Framework, a dedicated compliance function that reports to the Group Compliance Committee and the Executive Board.</p> <p>Nestlé also demonstrates its commitment to business integrity through being a signatory to the United Nations Global Compact (UNGC). Principle 10 of the UNGC requires signatories to work against corruption in all its forms.</p> <p>Web: CSV > Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances</p> <p>Web: UN Global Compact https://www.nestle.com/csv/what-is-csv/partnerships-alliances/united-nations</p> <p>C: Respecting and promoting human rights p31</p> <p>C: Our culture of business ethics and integrity p34</p> <p>Web: CSV > Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business</p>			
103-3 Evaluation of the management approach	<p>Our commitment to work against corruption and bribery is integral to the Corporate Business Principles, the Nestlé Code of Business Conduct and the Nestlé Supplier Code. Our Human Resources, Legal and Group Compliance departments work together to train employees in these policies and to monitor behavior. Ensuring local compliance is the responsibility of each country business leader. Anti-corruption is included within the Corporate Compliance Framework, a dedicated compliance function that reports to the Group Compliance Committee and the Executive Board. Nestlé also demonstrates its commitment to business integrity through being a signatory to the United Nations Global Compact (UNGC). Principle 10 of the UNGC requires signatories to work against corruption in all its forms.</p> <p>Web: CSV > Partnerships and collective action https://www.nestle.com/csv/what-is-csv/partnerships-alliances</p> <p>Web: UN Global Compact https://www.nestle.com/csv/what-is-csv/partnerships-alliances/united-nations</p> <p>C: Respecting and promoting human rights p31</p> <p>C: Assess and address human rights impacts p32</p> <p>C: Our culture of business ethics and integrity p34</p> <p>Web: CSV > Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business</p> <p>Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p>			
205-1 Operations assessed for risks related to corruption 16	<p>Enterprise Risk assessment is performed and discussed by the Market Compliance Committees across our markets and 100% markets have been assessed. Related topics of Anti-trust, Business Principles, Human Rights and Corruption and Bribery have been included in the Enterprise Risk Assessment.</p> <p>Our main goal remains to ensure that all Markets reach a maturity level in their Compliance Program in each category, among which “Market-specific procedures to address implementation of the Code of Business Conduct’s Appendix on Bribery and Corruption.</p> <p>C: Our culture of business ethics and integrity p34</p> <p>Web: CSV > Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business</p>	<p>a. Total number of operations assessed for risks related to corruption.</p> <p>b. Significant risks related to corruption identified through the risk assessment.</p>	The information is currently unavailable.	Nestlé does not report on total number of operations assessed specifically for corruption risks or what the identified risks are; however, in 2017 we conducted a thorough risk assessment across our markets.

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
205-2 Communication and training about anti-corruption policies and procedures 16	Web: https://www.nestle.com/csv/what-is-csv/ethical-business 44 959 (15%) employees received training on the Nestlé Code of Business Conduct in 2019, which includes clauses on anti-corruption policies and procedures.	a. Report the total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region. c. Report the total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. d. Report the total number and percentage of governance body members that have received training on anti-corruption, broken down by region. b & e. broken down by employee category and region.	The information is currently unavailable.	We identify the key countries at risk of corruption and we train the managers located in these high-risk countries. In 2014, we defined new minimal standards as to who must be trained on anti-corruption, and how often, focusing on these high-risk countries. We report the percentage of targeted managers who have been trained on anti-corruption policies, as identified by our legal counsels on a risk basis. We do not collect data required for any indicators by percentage or breakdown by employee category and region as Nestlé does not have a mechanism in place for tracking and reporting this at a global level, and we do not have any plans to collect this in future.
205-3 Confirmed incidents of corruption and actions taken 16	No public allegations of corruption were made against Nestlé in 2019. Nestlé Code of Business Conduct	b. Report the total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Report the total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.	The information is currently unavailable.	This information is not currently reported and we have no current plans to collect it in the future.
Anti-competitive Behavior				
103-1 Explanation of the material topic and its Boundary	CSV: Nestlé's material issues across the value chain Nestlé Code of Business Conduct In 2016, we adopted a new Nestlé Group Antitrust Law Policy , bringing our commitments in this area into line with the expectations of national and supra-national Antitrust Authorities and international standards.			
103-2 The management approach and its components	Nestlé Code of Business Conduct In 2016, we adopted a new Nestlé Group Antitrust Law Policy , bringing our commitments in this area into line with the expectations of national and supra-national Antitrust Authorities and international standards. Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms			
103-3 Evaluation of the management approach	Nestlé Code of Business Conduct In 2016, we adopted a new Nestlé Group Antitrust Law Policy , bringing our commitments in this area into line with the expectations of national and supra-national Antitrust Authorities and international standards. Nestlé has important compliance programs in place and management are very sensitized to antitrust matters at all levels, centrally and within the markets. Antitrust considerations are taken into account in the conduct of the day-to-day business and in key decisions. Anti-trust forms part of the enterprise risk management, where markets are asked to provide updates on these issues and any changes in the regulatory landscape.			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices 16	There are three legal actions pending affecting Nestlé.	b. Report the main outcomes of completed legal actions, including any decisions or judgments.	The existence of specific legal prohibitions.	We do not comment on pending proceedings nor on the outcome of completed actions.
GRI 300 Environmental Standards Series				
Materials				
103-1 Explanation of the material topic and its Boundary	<p>P: For the planet p40</p> <p>CSV: Focusing on our material issues p4</p> <p>CSV: Nestlé's material issues across the value chain</p> <p>Web: Stakeholder recommendations https://www.nestle.com/csv/what-is-csv/stakeholder-engagement</p> <p>P: Protecting natural capital p53</p> <p>P: Proactive engagement on climate change p48</p> <p>The Nestlé Policy on Environmental Sustainability</p> <p>The use of materials is considered a significant part of how we manage resource efficiency and circular economy, an issue which features on our materiality matrix.</p>			
103-2 The management approach and its components	<p>P: For the planet p40</p> <p>CSV: Focusing on our material issues p4</p> <p>CSV: Nestlé's material issues across the value chain</p> <p>Web: Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement</p> <p>Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>P: Safeguarding the environment p49</p> <p>P: Protecting natural capital p53</p> <p>The Nestlé Policy on Environmental Sustainability</p> <p>C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35</p> <p>At Nestlé we are committed to applying sustainable business practices; our management approach to this can be found in our environmental policy. The reason for applying this approach is so that, where possible, we can avoid, mitigate and remediate the negative environmental impacts of our operations.</p>			
103-3 Evaluation of the management approach	<p>P: For the planet p40</p> <p>CSV: Focusing on our material issues p4</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>CSV: Nestlé's material issues across the value chain</p> <p>Web: CSV > Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement</p> <p>P: Improve packaging performance p50</p> <p>P: Protecting natural capital p53</p> <p>The Nestlé Policy on Environmental Sustainability</p>			
301-1 Materials used by weight or volume 12	<p>As most of our products come from agricultural inputs (and therefore are renewable by nature) the key focus for renewable vs. non-renewable input is in product packaging.</p> <p>P: Improve packaging performance p50</p> <p>Web: Progress at a glance https://www.nestle.com/csv/performance/kpi-summary</p> <p>2019 Consolidated Nestlé Environmental Performance Indicators</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
301-2 Recycled input materials used 8 12	The most material area for Nestlé to measure the percentage of recycled input is packaging, for which the following information is available: 26% of 4.6 million tonnes of packaging material is recycled, which is 1.2 million tonnes, and this is 4.8% of the total materials used (25 million tonnes). P: Improve packaging performance p50	Not reported for input materials, only for packaging materials.	The information is currently unavailable.	The most material area for Nestlé to measure the percentage of recycled input is packaging.
301-3 Reclaimed products and their packaging materials 8 12	The only product category where Nestlé is involved in reclaiming products is <i>Nespresso</i> capsules. As our work on plastics continued in 2019, we will have more to report on reclaimed products and packaging materials in 2020. <u>Nespresso Positive Cup Report</u> P: Improve packaging performance p50			
Energy				
103-1 Explanation of the material topic and its Boundary	P: For the planet p40 CSV: Focusing on our material issues p4 CSV: <u>Nestlé's material issues across the value chain</u> Web: Governance and Policies > Our internal governance structure <u>https://www.nestle.com/csv/what-is-csv/governance</u> P: Acting on climate change p46 <u>The Nestlé Policy on Environmental Sustainability</u> <u>2019 Consolidated Nestlé Environmental Performance Indicators</u>			
103-2 The management approach and its components	P: For the planet p40 CSV: Focusing on our material issues p4 CSV: <u>Nestlé's material issues across the value chain</u> Web: Governance and Policies > Our internal governance structure <u>https://www.nestle.com/csv/what-is-csv/governance</u> P: Acting on climate change p46 <u>The Nestlé Policy on Environmental Sustainability</u> <u>2019 Consolidated Nestlé Environmental Performance Indicators</u> C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35			
103-3 Evaluation of the management approach	P: For the planet p40 CSV: Focusing on our material issues p4 CSV: <u>Nestlé's material issues across the value chain</u> Web: Governance and Policies > Our internal governance structure <u>https://www.nestle.com/csv/what-is-csv/governance</u> P: Acting on climate change p46 <u>The Nestlé Policy on Environmental Sustainability</u> <u>2019 Consolidated Nestlé Environmental Performance Indicators</u> C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
302-1 Energy consumption within the organization 7 8 12 13	P: Acting on climate change > Climate change leadership p47 2019 Consolidated Nestlé Environmental Performance Indicators Web: 2019 CDP Climate Investor submission https://www.nestle.com/sites/default/files/2020-01/nestle-answers-cdp-climate-2019.pdf	c. Report in joules, watt-hours or multiples, the total: • Cooling consumption d. Report in joules, watt-hours or multiples, the total: • Electricity sold • Heating sold • Cooling sold • Steam sold	Part of the Standard Disclosure is not applicable	We use cooling in our factories but it is not purchased. It is generated out of the energies we purchase (fuels, electricity) that are already disclosed. We do not track at corporate level how much cooling we generate out of the energy we consume as this is not material to us. Nestlé sells a small amount of energy (and this sold energy is excluded from our energy consumption) but the quantity is not sufficient to be a material indicator for us. Note that the GHG emissions related to the production of this sold energy are included in our Scope 1 emissions.
302-2 Energy consumption outside of the organization 7 8 12 13		Indicator omitted	The information is currently unavailable.	We do not currently collect or estimate the amount of energy used by our suppliers and customers. Our focus is GHG emissions rather than energy consumption and we are tracking our Scope 3 emissions; see our response to GRI 305-3.
302-3 Energy intensity 7 8 12 13	P: Acting on climate > Climate change leadership p47 Web: 2019 CDP Climate Investor submission https://www.nestle.com/sites/default/files/2020-01/nestle-answers-cdp-climate-2019.pdf Boundaries for the calculation: Factories (within the organization) Total energy consumption = Direct energy + intermediate energy; Intermediate energy = grid electricity + green power + steam purchased + hot water purchased			
302-4 Reduction of energy consumption 7 8 12 13	P: Acting on climate change > Climate change leadership > p47 Web: 2019 CDP Climate Investor submission https://www.nestle.com/sites/default/files/2020-01/nestle-answers-cdp-climate-2019.pdf 2019 Consolidated Nestlé Environmental Performance Indicators The rationale for the baseline is to have a 10-year period with a target year within manageable cycles.			
302-5 Reductions in energy requirements of products and services 7 8 12 13	P: Acting on climate change > Climate change leadership p47 P: Acting on climate change > Proactive engagement on climate change p48 Web: Climate change leadership > Reducing emissions https://www.nestle.com/csv/impact/climate-change/climate-change Web: See our CDP Investor submission for standards, methodologies and assumptions used and the source of conversion factors used https://www.nestle.com/sites/default/files/2020-01/nestle-answers-cdp-climate-2019.pdf The rationale for the baseline is to have a 10-year period with a target year within manageable cycles.			
Water				
103-1 Explanation of the material topic and its Boundary	P: Caring for water p41 CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Water stewardship advocacy p43 2019 Consolidated Nestlé Environmental Performance Indicators			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-2 The management approach and its components	P: Caring for water p41 CSV: Focusing on our material issues p4 Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Nestlé Commitment on Water Stewardship 2019 Consolidated Nestlé Environmental Performance Indicators C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35			
103-3 Evaluation of the management approach	P: Caring for water p41 P: Improving water efficiency p42 CSV: Focusing on our material issues p4 Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Nestlé Commitment on Water Stewardship 2019 Consolidated Nestlé Environmental Performance Indicators			
303-1 Water withdrawal by source 6	P: Improving water efficiency p42 Web: 2019 CDP Water Investor submission, W1.2a, W5.1, W5.1a https://www.nestle.com/sites/default/files/2020-02/creating-shared-value-cdp-nestle-water-2019.pdf 2019 Consolidated Nestlé Environmental Performance Indicators	iv. Waste water from another organization	Not applicable	We have no formal collection processes for this data as the practice would be incompatible with the food and beverage manufacturing processes.
303-2 Water sources significantly affected by withdrawal of water 6	P: Improving water efficiency p42 Web: 2019 CDP Water Investor submission https://www.nestle.com/sites/default/files/2020-02/creating-shared-value-cdp-nestle-water-2019.pdf	Total number of water sources significantly affected by withdrawal type should be reported (size of water source; designated protected area; biodiversity value; value or importance to local community).	The information is currently unavailable.	We have previously carried out comprehensive assessment on this issue with the UNEP World Conservation Monitoring Centre. However, we don't currently collect this data.
303-3 Water recycled and reused 6 8 12	P: Improving water efficiency p42 Web: 2019 CDP Water Investor submission https://www.nestle.com/sites/default/files/2020-02/creating-shared-value-cdp-nestle-water-2019.pdf 2019 Consolidated Nestlé Environmental Performance Indicators			
Emissions				
103-1 Explanation of the material topic and its Boundary	CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Safeguarding the environment p49 Web: 2019 CDP Climate Change Investor submission, W1.2a, W5.1 https://www.nestle.com/sites/default/files/2020-01/nestle-answers-cdp-climate-2019.pdf			
103-2 The management approach and its components	CSV: Focusing on our material issues p4 Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Safeguarding the environment p49 C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35 Web: 2019 CDP Climate Change Investor submission, W1.2a, W5.1 https://www.nestle.com/sites/default/files/2020-01/nestle-answers-cdp-climate-2019.pdf			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-3 Evaluation of the management approach	CSV: Focusing on our material issues p4 Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Safeguarding the environment p49 The Nestlé Policy on Environmental Sustainability			
305-1 Direct (Scope 1) GHG emissions 3 12 13 14 15	P: Climate change leadership p47 2019 Consolidated Nestlé Environmental Performance Indicators The following are in the Definition and Comments 2019 CNEPI document: b. gasses included in the calculation, e. Source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source. g. standards, methodologies, assumptions and/or calculation tools used. The rationale for the baseline is to have a 10-year period with a target year within manageable cycles.	c. Biogenic CO ₂ emissions in tonnes of CO ₂ equivalent.	Information unavailable	We produce energy from biomass, including spent coffee grounds and wood at some of our factories. However, we are currently unable to calculate the total CO ₂ emissions from biogenic sources.
305-2 Energy indirect (Scope 2) GHG emissions 3 12 13 14 15	P: Climate change leadership p47 2019 Consolidated Nestlé Environmental Performance Indicators The rationale for the baseline is to have a 10-year period with a target year within manageable cycles.			
305-3 Energy indirect (Scope 3) GHG emissions 3 12 13 14 15	P: Climate change leadership p47 2019 Consolidated Nestlé Environmental Performance Indicators The rationale for the baseline is to have a 10-year period with a target year within manageable cycles. The Scope 3 GHG emissions are calculated using publicly available life cycle inventory databases (ecoinvent, World Food LCA Database, among others) and Nestlé databases where relevant. As part of the preparation of life cycle inventories, all relevant elementary flows are taken into account, both at the input and output of the processes being evaluated. Therefore, emissions of CO ₂ , N ₂ O, CH ₄ , HFCs, PFCs and others are modeled and taken into account when calculating the results in terms of kg or tonnes of CO ₂ eq.			
305-4 GHG emissions intensity 13 14 15	P: Climate change leadership p47 Web: See our CDP Investor submission for standards, methodologies and assumptions used and the source of conversion factors used https://www.nestle.com/sites/default/files/2020-01/nestle-answers-cdp-climate-2019.pdf The gases included in the calculations are the same as for Scope 1 and 2 emissions. 2019 Consolidated Nestlé Environmental Performance Indicators			
305-5 Reduction of GHG emissions 13 14 15	P: Climate change leadership p47 Web: Climate change leadership > Reducing emissions https://www.nestle.com/csv/impact/climate-change/climate-change 2019 Consolidated Nestlé Environmental Performance Indicators The rationale for the baseline is to have a 10-year period with a target year within manageable cycles.			
305-6 Emissions of ozone-depleting substances (ODS) 3 12	2019 Consolidated Nestlé Environmental Performance Indicators The following substances are included in the calculation: <ul style="list-style-type: none"> • Blends – Azeotropes • Cyclic Organic Compounds • Ethane Series • Ethers • Inorganic Compounds • Methane Series • Miscellaneous Organic Compounds • Propane • Unsaturated Organic Compounds 			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions 3 12 14 15	Web: Climate change leadership > Reducing emissions https://www.nestle.com/csv/impact/climate-change/climate-change 2019 Consolidated Nestlé Environmental Performance Indicators	iii. Persistent organic pollutants (POP) iv. Volatile organic compounds (VOC) v. Hazardous air pollutants (HAP) vi. Particulate matter (PM) vii. Other standard categories of air emissions identified in relevant regulations	Not applicable	These are identified as not forming a significant part of Nestlé's emissions.
Effluents and Waste				
103-1 Explanation of the material topic and its Boundary	Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain P: Safeguarding the environment p49 P: Caring for water p41 2019 Consolidated Nestlé Environmental Performance Indicators			
103-2 The management approach and its components	Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain P: Safeguarding the environment p49 P: Caring for water p41 2019 Consolidated Nestlé Environmental Performance Indicators C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35			
103-3 Evaluation of the management approach	Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance CSV: Focusing on our material issues p4 P: Safeguarding the environment p49 P: Caring for water p41 2019 Consolidated Nestlé Environmental Performance Indicators			
306-1 Water discharge by quality and destination 3 6 12 14	P: Caring for water p41 2019 Consolidated Nestlé Environmental Performance Indicators	a. Differentiation between planned and unplanned water discharge b. Standards, methodologies and assumptions used	The information is currently unavailable.	We don't currently have the resources or systems in place to collect this information to differentiate between planned/unplanned and we do not track whether the water discharged is being reused by another organization.

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
306-2 Waste by type and disposal method 3 6 12	P: Reducing food loss and waste p51	a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site ix. Other (to be specified by the organization) b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) c. How the waste disposal method has been determined: i. Disposed of directly by the organization, or otherwise directly confirmed. ii. Information provided by the waste disposal contractor. iii. Organizational defaults of the waste disposal contractor.	Not applicable	Hazardous waste accounts for just 1% of the waste we generate and so is not a material amount. We therefore do not split it out from non-hazardous weight and so cannot report a breakdown by disposal method of either hazardous or non-hazardous waste. The same applies for how the waste disposal method was determined.
306-3 Significant spills 3 6 12 14 15	There were no significant spills in 2019. 2019 Consolidated Nestlé Environmental Performance Indicators			
306-4 Transport of hazardous waste 3 12		The Standard Disclosure	The Standard Disclosure is not applicable.	Nestlé does not transport or treat any waste relevant under the terms of the Basel Convention Annex I, II, III and VIII.

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
306-5 Water bodies affected by water discharges and/or runoff 6 15	Web: Planet > Effective water treatment https://www.nestle.com/csv/impact/water/water-treatment P: Caring for water p41	i. The size of the water body and related habitat. ii. Whether the water body and related habitat is designated as a nationally or internationally protected area. iii. The biodiversity value, such as total number of protected species.	The information is currently unavailable.	We have previously carried out comprehensive assessment on this issue with the UNEP World Conservation Monitoring Centre. However, we don't currently collect this data and have no plans to going forward.
Environmental Compliance				
103-1 Explanation of the material topic and its Boundary	Compliance is at the basis of everything we do and is essential to our license to operate. CSV: Creating Shared Value p3 P: Caring for water p41 CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Reducing food loss and waste p51 The Nestlé Policy on Environmental Sustainability – Governance section p4			
103-2 The management approach and its components	Compliance is at the basis of everything we do and is essential to our license to operate. CSV: Creating Shared Value p3 P: Caring for water p41 CSV: Focusing on our material issues p4 Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Reducing food loss and waste p51 The Nestlé Policy on Environmental Sustainability – Governance section p4			
103-3 Evaluation of the management approach	Compliance is at the basis of everything we do and is essential to our license to operate. CSV: Creating Shared Value p3 P: Caring for water p41 CSV: Focusing on our material issues p4 Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance P: Reducing food loss and waste p51 The Nestlé Policy on Environmental Sustainability – Governance section p4			
307-1 Non-compliance with environmental laws and regulations 16	In 2019 there were 0 events to report as significant* fines or non-monetary sanctions for non-compliance with laws and regulations. *Significant is defined as CHF 10 million or above			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Supplier Environmental Assessment				
103-1 Explanation of the material topic and its Boundary	All Nestlé Tier 1 suppliers are required to adhere to the <i>Nestlé Responsible Sourcing Standard</i> (that includes environmental, societal, labor and human rights criteria), and are audited for compliance against the Standard as part of an ongoing program. If any instances of non-compliance are found, corrective action plans are put in place to resolve the issues. Termination of a relationship with a supplier only occurs if they refuse to comply with the audit process, including not correcting non-compliances, and is only undertaken as a last resort. C: Enhancing rural development and livelihoods p25 C: Implement responsible sourcing p28 CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain P: Protecting natural capital p53 P: Improving packaging performance p50 Nestlé Responsible Sourcing Standard			
103-2 The management approach and its components	CSV: Focusing on our material issues p4 C: Enhancing rural development and livelihoods p25 C: Implement responsible sourcing p28 C: Delivering impact through <i>Farmer Connect</i> p26 P: Protecting natural capital p53 P: Improving packaging performance p50 P: Engaging with our suppliers p44 Nestlé Responsible Sourcing Standard The Nestlé Policy on Environmental Sustainability C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35			
103-3 Evaluation of the management approach	C: Enhancing rural development and livelihoods p25 C: Implement responsible sourcing p28 C: Delivering impact through <i>Farmer Connect</i> p26 CSV: Focusing on our material issues p4 P: Protecting natural capital p53 P: Improving packaging performance p50 P: Engaging with our suppliers p44 Nestlé Responsible Sourcing Standard The Nestlé Policy on Environmental Sustainability W: Our raw materials > What responsible sourcing looks like at Nestlé https://www.nestle.com/csv/raw-materials W: Responsible sourcing https://www.nestle.com/csv/responsible-sourcing			
308-1 New suppliers that were screened using environmental criteria	100% of new suppliers are assessed as meeting the requirements of the <i>Nestlé Responsible Sourcing Standard</i> as a condition of their selection. The <i>Nestlé Responsible Sourcing Standard</i> includes environmental criteria. Nestlé Responsible Sourcing Standard			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
308-2 Negative environmental impacts in the supply chain and actions taken	C: Implement responsible sourcing p28 CDP Water Investor submission, W1.4a, W1.4b https://www.nestle.com/sites/default/files/2020-02/creating-shared-value-cdp-nestle-water-2019.pdf	b. Report the number of suppliers identified as having significant actual and potential negative environmental impacts. d. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. e. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.	The information is currently unavailable.	We don't currently have the resources or systems in place to collect this information.
GRI 400 Social Standards Series				
Employment				
103-1 Explanation of the material topic and its Boundary	CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain C: Promoting fair employment and diversity p36 Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people			
103-2 The management approach and its components	C: Promoting decent employment and diversity p36 C: Grievance mechanisms and remediation p35 Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people Nestlé Responsible Sourcing Standard Nestlé Code of Business Conduct The Nestlé Employee Relations Policy The Nestlé Human Resources Policy The Nestlé Maternity Protection Policy Web: Governance and policies https://www.nestle.com/csv/what-is-csv/governance			
103-3 Evaluation of the management approach	Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Engaging with our people: Nestlé and I engagement survey https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people Nestlé has historically held annual surveys, but in 2019 we designed a new, more accessible feedback mechanism, to be implemented in 2020. Instead of running a fully coordinated global survey, our markets and businesses will be able to ask for employee feedback at any time during the year, when it is most needed. This new format will enable us to gather employees' comments in a quicker, more effective manner. As a result, we will be able to focus time and effort to maximize actions and decision making.			
401-1 New employee hires and employee turnover	RaG: KPI table (communities) p58 See GRI Index Appendix: 401-1 New employee hires and employee turnover			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees 8	As an Employer of Choice, Nestlé wishes to provide comprehensive and competitive employee rewards. Our global Total Rewards Policy outlines the employment package we provide for employees. It broadly covers: <ul style="list-style-type: none"> • Fixed pay • Variable pay • Employee benefits • Personal growth and development • Work–life environment The principles outlined in the policy provide the common framework within which individual markets can create competitive local programs that meet business needs and comply with local legislation. The approach is designed to attract, retain and engage talented employees. To support our policy, line managers and HR professionals use an online Total Rewards Learning Center when dealing with performance and rewards (including compensation and benefits). The Nestlé Total Rewards Policy is intended to cover everyone directly employed by the company (including temps and part time), but its actual application is subject to considerations of local market practice, legislative requirements, etc. <u>The Nestlé Maternity Protection Policy</u> Stock ownership – Nestlé does not collect this information globally; some companies issue their own national report which may include stock/shares etc. Nestlé does not have any benefits/levels for stock ownership. All operations, with the exception of partnerships, are significant.	Details of application to temporary or part-time employees by significant locations of operations.	The Standard Disclosure or part of the Standard Disclosure is not applicable.	Nestlé does not have a mechanism in place for tracking and reporting this at a global level, and we do not have any plans to collect this in future.
401-3 Parental leave 5 8	See <u>GRI Index Appendix: 401-3 Parental leave</u>			
Labor/Management				
103-1 Explanation of the material topic and its Boundary	CSV: Focusing on our material issues p4 CSV: <u>Nestlé's material issues across the value chain</u> Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people			
103-2 The management approach and its components	C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35 C: Respecting and promoting human rights p31 C: Assess and address human rights impacts p32 C: Protecting children and workers p33 Web: Human rights https://www.nestle.com/csv/impact/respecting-human-rights Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance			
103-3 Evaluation of the management approach	Web: Engaging with our people: Nestlé and I engagement survey https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance			
402-1 Minimum notice periods regarding operational changes 8	Before making operational changes that could substantially affect our employees, we provide a period of notice outlining the proposed changes. The minimum period and provisions for consultation and negotiation are specified either in the collective agreements or in the local laws. On average, the minimum period is 32 days.			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
FP3 Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country 8	Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people See GRI Index Appendix: FP3 for data	Reasons for industrial disputes, strikes and/or lock-outs and breakdown by country.	Confidentiality constraints.	Labor disputes should be and are handled at local level. In general, these industrial disputes happened mainly during salary negotiations, due to general strikes of the sector or protests against local governments' measures. We are unable to report the reasons for the industrial disputes or provide a breakdown by country, as this information is sensitive.
Occupational Health and Safety				
103-1 Explanation of the material topic and its Boundary	CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain C: Workplace safety and health p39			
103-2 The management approach and its components	Web: Workplace safety and health https://www.nestle.com/csv/impact/employment-diversity/healthy-workplaces The Nestlé Policy on Safety and Health at Work Labour Rights in Agricultural Supply Chains: A Roadmap C: Grievance mechanisms and remediation p35 Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Nestlé Commitment on Labour Rights in Agricultural Supply Chains Nestlé Responsible Sourcing Standard			
103-3 Evaluation of the management approach	The Nestlé Policy on Safety and Health at Work Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Our culture of integrity > What the independent audits have told us https://www.nestle.com/csv/impact/respecting-human-rights/ethical-conduct Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation p35			
403-1 Workers representation in formal joint management-worker health and safety committees		Indicator omitted	The information is currently unavailable.	The information is not collected at Group level and we currently do not have plans to collect it in future.
403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities 3 8	See GRI Index Appendix: 403-2 Health and Safety data	a. Lost day rate b. Type of injury ii. Gender breakdown	The Standard Disclosure or part of the Standard Disclosure is not applicable.	Nestlé is not monitoring lost time anymore as we believe it to be more proactive to look at recordables. Rather than record types of injury we focus on potential severity of all incidents as we see it as more actionable. We do not see any differences in our male and female populations that would significantly affect risk of injury or illness. There are lots of factors/variables that can affect risk levels, and we are starting to look at these (eg employment status, years of experience, training received, etc).

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
403-3 Workers with high incidence or high risk of diseases related to their occupation 3 8		Indicator omitted.	The Standard Disclosure is not applicable.	There are no workers who are involved in occupational activities who have a high incidence or high risk of specific diseases.
403-4 Health and safety topics covered in formal agreements with trade unions 8	In 2019, Nestlé had 242 formal agreements with trade unions covering health and safety issues.	b. If yes, report the extent, as a percentage, to which various health and safety topics are covered by these agreements.	The information is currently unavailable.	Due to the high number of individual agreements at the market level we do not track this data and do not have any current plans for collecting it in the future.
Training and Education				
103-1 Explanation of the material topic and its Boundary	<p>Learning is part of our culture, ensuring our employees have the skills and knowledge not just to perform in their roles but to grow and develop. We champion the idea of lifelong learning, with solutions designed to meet employees' specific needs, from e-learning tools to face-to-face tutorials, workshop sessions, and activities and information employees can use to build successful careers.</p> <p>CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people</p>			
103-2 The management approach and its components	<p>Through our Training and Learning Strategy, we ensure that learning goes hand in hand with career development and our 70–20–10 approach (in which 70% of development is on the job, 20% is via feedback and 10% is through courses and reading). Our training is designed to enhance personal performance and to help achieve our business goals. Training programs are continuously changed and improved to meet business needs. They are delivered by internal and external providers, and online.</p> <p>CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people C: Opportunities for young people p37 C: For our communities > global youth initiative: <i>Nestlé Needs YOUth</i> p24 C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35 Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p>			
103-3 Evaluation of the management approach	<p>Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35</p>			
404-1 Average hours of training per year per employee 4 5 8	The average hours of training per year per employee in 2019 were 23.8. Female employees received 21.6 hours while male employees received 24.1 hours of training on average.	Employee category breakdown	The information is currently unavailable.	We do not differentiate by employee category in imparting training and do not report this data.

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
404-2 Programs for upgrading employee skills and transition assistance programs 8	Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people The Nestlé People Development Review C: Opportunities for young people p37	Details for: The provision of training programs including sabbatical periods with guaranteed return to employment. Provision of programs to assist in managing career endings, including as a minimum: preretirement planning for intended retirees, retraining for those intending to continue working, severance pay and whether this takes into account employee age and years of service, job replacement services, assistance on transitioning to a non-working life.	The information is currently unavailable.	We currently do not collect this information at Group level and do not have plans to collect in the future.
404-3 Percentage of employees receiving regular performance and career development reviews 5 8	In 2019 58% (60 266 employees) of the female employees registered in our Performance System (104 488 employees) received a regular performance and career development review. 35% (59 069 employees) of the male employees registered in our Performance System (171 006 employees) received a regular performance and career development review.	a. By employee category	The information is currently unavailable.	Our data collection system does not break down the employee category for this data and therefore the data is unavailable. We do not currently have plans to collect this data in the future.
Diversity and Equal Opportunity				
103-1 Explanation of the material topic and its Boundary	CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain C: Promoting fair employment and diversity p36 C: Opportunities for young people p37 C: For our communities > global youth initiative: <i>Nestlé Needs YOUTh</i> p24			
103-2 The management approach and its components	CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain C: Promoting fair employment and diversity p36 C: Opportunities for young people p37 C: For our communities > global youth initiative: <i>Nestlé Needs YOUTh</i> p24 laF: Supporting breastfeeding p18			
103-3 Evaluation of the management approach	CSV: Focusing on our material issues p4 CSV: Nestlé's material issues across the value chain C: Promoting fair employment and diversity p36 C: Opportunities for young people p37 C: For our communities > global youth initiative: <i>Nestlé Needs YOUTh</i> p24 laF: Supporting breastfeeding p18 Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35 Web: Engaging with our people > Nestlé and I engagement survey https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
405-1 Diversity of governance bodies and employees 5 8	C: Empowering women p38 Web: Board of Directors: http://www.nestle.com/aboutus/management/boardofdirectors Web: Executive Board: http://www.nestle.com/aboutus/management/executiveboard See GRI Index Appendix: 405-1 Diversity Our Board of Directors is 28% female and 72% male.	a. Report the percentage of individuals within the organization's governance bodies in each of the following diversity categories: <ul style="list-style-type: none"> Age group: under 30 years old, 30–50 years old, over 50 years old Minority groups Other indicators of diversity where relevant. b. Report the percentage of employees per employee category in each of the following diversity categories: <ul style="list-style-type: none"> Minority group data. 	The information is currently unavailable. The information is subject to specific confidentiality constraints.	This information is not currently collected. Employees are not broken out by minority group due to differing privacy concerns in our markets.
405-2 Ratio of basic salary and remuneration of women to men 5 8 10	C: Promoting fair employment and diversity p36 Web: Engaging with our people > Living wage https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people Weighted average comparative salary ratio: <ul style="list-style-type: none"> Male: 101.3% Female: 93.90% Comparative salary ratio shows an individual employee's actual salary as a percentage of the relevant Nestlé internal salary structure midpoint. The target is to reach 100%, but actual percentages may differ depending on factors such as promotion rates, salary budgets and performance levels. The headcount covers all Nestlé full-time employees as recorded in the Nestlé HR system (approximately 90% of all employees). All operations, with the exception of partnerships, are significant.	Regional and employee category breakdowns	The information is currently unavailable.	Our data collection system does not currently provide a comparative salary ratio by region or by employee category at this time. We do not currently have plans to collect this information.
Non-discrimination				
103-1 Explanation of the material topic and its Boundary	All our workplaces should be free from discrimination and harassment. Our Human Resources Policy and our Code of Business Conduct state that employees must not discriminate on the basis of origin, nationality, religion, race, gender, age or sexual orientation, or engage in any kind of verbal or physical harassment based on any of the above or any other reason. C: Assess and address human rights impacts p32 C: Promoting fair employment and diversity p36 C: Empowering women p38 Web: Nestlé's Corporate Business Principles https://www.nestle.com/sites/default/files/asset-library/documents/library/documents/corporate_governance/corporate-business-principles-en.pdf			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-2 The management approach and its components	<p>All our workplaces should be free from discrimination and harassment. Our Human Resources Policy and our Code of Business Conduct state that employees must not discriminate on the basis of origin, nationality, religion, race, gender, age or sexual orientation, or engage in any kind of verbal or physical harassment based on any of the above or any other reason.</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35</p> <p>Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>C: Assess and address human rights impacts p32</p> <p>C: Promoting fair employment and diversity p36</p> <p>C: Empowering women p38</p> <p>Nestlé Corporate Business Principles</p>			
103-3 Evaluation of the management approach	<p>We review the effectiveness of our management approach for non-discrimination through our Nestlé and I survey as well as our <i>Tell us</i> system. If there are incidents of discrimination these are investigated and our HR teams review whether changes need to be made to our management approach in order to help support an inclusive and open work environment.</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35</p>			
406-1 Incidents of discrimination and corrective actions taken 5 8 16	<p>Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people</p> <p>Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35</p> <p>There were 245 complaints of discrimination or 14% of total complaints received through the <i>Nestlé Integrity Reporting System</i> in 2019. There were 19 incidents of discrimination reported through our <i>Tell us</i> system.</p> <p>Status of alleged incidents of discrimination in 2019:</p> <p>Number of alleged incidents of discrimination that were reported/reviewed: 91/91</p> <p>Organizations reviewed the incident: 18</p> <p>Remediation plan implemented and results reviewed through internal management processes: 5</p> <p>Incident no longer subject to action (i.e., resolved, case completed, no further by action by company, etc): 49</p> <p>Remediation plan being implemented: 19</p>			
Freedom of Association and Collective Bargaining				
103-1 Explanation of the material topic and its Boundary	<p>CSV: Focusing on our material issues p4</p> <p>CSV: Nestlé material issues across the value chain</p> <p>C: Assess and address human rights impacts p32</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Web: Engaging with our people > Freedom of association https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people</p> <p>Nestlé Responsible Sourcing Standard</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-2 The management approach and its components	<p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>C: Assess and address human rights impacts p32</p> <p>Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people</p> <p>Web: Our salient human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Nestlé Responsible Sourcing Standard</p> <p>The Nestlé Employee Relations Policy</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>UNGP Reporting Framework Index of Answers https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-ungprf-index-of-answers-2019.pdf</p>			
103-3 Evaluation of the management approach	<p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>C: Assess and address human rights impacts p32</p> <p>Web: Engaging with our people https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people</p> <p>Web: Our salient human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Nestlé Responsible Sourcing Standard</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>UNGP Reporting Framework Index of Answers https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-ungprf-index-of-answers-2019.pdf</p>			
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<p>10 countries were identified in which the right to exercise freedom of association and collective bargaining was violated or at significant risk. These 10 countries are based on an assessment of labor risks conducted in 2017 and published in the Labour Rights Roadmap.</p> <p>Web: Engaging with our people > Freedom of association https://www.nestle.com/csv/impact/employment-diversity/engaging-with-our-people</p> <p>Web: Our salient human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap Annex II p17–21</p>	<p>a. Report suppliers in which employee rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of:</p> <ul style="list-style-type: none"> • Type of operation (such as manufacturing plant) and supplier • Countries or geographical areas with operations and suppliers considered at risk. 	The information is currently unavailable.	<p>In 2016, 61% of total volume was sourced from suppliers compliant with the Nestlé Supplier Code (SMETA and Ecovadis audited). Due to changes in our auditing process, we are no longer able to report by number of suppliers. Over the last year as part of our work on the Labour Rights in Agricultural Supply Chains Roadmap we have conducted an analysis of the likely incidence of freedom of association and collective bargaining across the priority commodities by country. This analysis informs our responsible sourcing work and actions on addressing these issues.</p>

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Child Labor				
103-1 Explanation of the material topic and its Boundary	<p>CSV: Focusing on our material issues p4</p> <p>CSV: Nestlé material issues across the value chain</p> <p>C: <i>Nestlé Cocoa Plan</i> p30</p> <p>Web: Our salient human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Web: Protecting children and workers https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods</p> <p>Web: Raw materials > Cocoa > Tackling child labor in our cocoa supply chain https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan</p> <p>Web: Raw materials > Sugar > Protecting children and workers https://www.nestle.com/csv/raw-materials/sugar</p> <p>Web: Raw materials > Hazelnuts > Protecting children and workers https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Tackling Child Labour 2019 Report p6–7</p> <p>UNGP Reporting Framework Index of Answers https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-ungprf-index-of-answers-2019.pdf</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>The Nestlé Commitment on Child Labour in Agricultural Supply Chains</p>			
103-2 The management approach and its components 8 16	<p>CSV: Focusing on our material issues p4</p> <p>C: <i>Nestlé Cocoa Plan</i> p30</p> <p>C: Assess and address human rights impacts p32</p> <p>C: Protecting children and workers p33</p> <p>Web: Our salient human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Web: Protecting children and workers https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods</p> <p>C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35</p> <p>CSV: Nestlé material issues across the value chain</p> <p>Web: Raw materials > Cocoa > Tackling child labor in our cocoa supply chain https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan</p> <p>Web: Raw materials > Sugar > Protecting children and workers https://www.nestle.com/csv/raw-materials/sugar</p> <p>Web: Raw materials > Hazelnuts > Protecting children and workers https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Tackling Child Labour 2019 Report p6–7</p> <p>UNGP Reporting Framework Index of Answers https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-ungprf-index-of-answers-2019.pdf</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>The Nestlé Commitment on Child Labour in Agricultural Supply Chains</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-3 Evaluation of the management approach	<p>CSV: Focusing on our material issues p4</p> <p>C: <i>Nestlé Cocoa Plan</i> p30</p> <p>C: Assess and address human rights impacts p32</p> <p>C: Protecting children and workers p33</p> <p>Web: Our salient human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Web: Protecting children and workers https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods</p> <p>C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35</p> <p>CSV: Nestlé material issues across the value chain</p> <p>Web: Raw materials > Cocoa > Protecting children and workers https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan</p> <p>Web: Raw materials > Sugar > Protecting children and workers https://www.nestle.com/csv/raw-materials/sugar</p> <p>Web: Raw materials > Hazelnuts > Protecting children and workers https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Tackling Child Labour 2019 Report p6–7</p> <p>UNGP Reporting Framework Index of Answers https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-ungprf-index-of-answers-2019.pdf</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>The Nestlé Commitment on Child Labour in Agricultural Supply Chains</p>			
408-1 Operations and suppliers at significant risk for incidents of child labor 8	<p>Zero Nestlé operations were identified as having significant risks for incidences of child labor.</p> <p>C: <i>Nestlé Cocoa Plan</i> p30</p> <p>C: Assess and address human rights impacts p32</p> <p>Web: Protecting children and workers https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods</p> <p>Web: Raw materials > Cocoa > Protecting children and workers https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan</p> <p>Web: Raw materials > Sugar > Protecting children and workers https://www.nestle.com/csv/raw-materials/sugar</p> <p>Web: Raw materials > Hazelnuts > Protecting children and workers https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Tackling Child Labour 2019 Report p6–7</p> <p>UNGP Reporting Framework Index of Answers https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-ungprf-index-of-answers-2019.pdf</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap Annex II p17–21</p> <p>The Nestlé Commitment on Child Labour in Agricultural Supply Chains</p> <p>Modern Slavery and Human Trafficking Report 2018</p>	<p>a. Report operations and suppliers considered to have significant risk for incidents of:</p> <ul style="list-style-type: none"> • Child labor. • Young workers exposed to hazardous work. <p>b. Report operations and suppliers considered to have significant risk for incidents of child labor either in terms of:</p> <ul style="list-style-type: none"> • Type of operation (such as manufacturing plant) and supplier. • Countries or geographical areas with operations and suppliers considered at risk. 	The information is currently unavailable.	<p>We do not accept any form of child labor in our value chain, and thus we do not differentiate between child labor and young workers exposed to hazardous work. Moreover, we do not break down child labor risks by type of operation, as we actively work with the ILO's Child Labor Platform to identify commodities that have high risk of child labor, such as hazelnuts in Turkey, vanilla in Madagascar and cocoa in Côte d'Ivoire. Our management and strategy focuses on minimizing the risks of child labor in these high-risk commodities and locations through our work with other external stakeholders.</p> <p>In 2016, 61% of total volume was sourced from suppliers compliant with the Nestlé Supplier Code (SMETA and Ecovadis audited). Due to changes in our auditing process, we are no longer able to report by number of suppliers. We continue to work on the Labour Rights in Agricultural Supply Chains Roadmap conducting analysis of the likely incidence of child labor across the priority commodities by country. This analysis informs our responsible sourcing work and actions on addressing these issues.</p>

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Forced or Compulsory Labor				
103-1 Explanation of the material topic and its Boundary	<p>CSV: Focusing on our material issues p4</p> <p>CSV: Nestlé material issues across the value chain</p> <p>C: Assess and address human rights impacts p32</p> <p>C: Protecting children and workers p33</p> <p>Web: Human rights > Our salient human rights issues > Forced labor https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Web: Human rights > Our salient human rights issues > Human rights in our supply chains > Palm oil https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Web: Human rights > Our salient human rights issues > Human rights in our supply chains > Sugar https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Web: Protecting children and workers https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods</p> <p>Web: Raw materials > Fish and seafood > Tackling supply chain abuses in the seafood industry https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Tackling Child Labour 2019 Report</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>Modern Slavery and Human Trafficking Report 2018</p>			
103-2 The management approach and its components	<p>C: Assess and address human rights impacts p32</p> <p>C: Protecting children and workers p33</p> <p>Web: Our salient human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Web: Protecting children and workers https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods</p> <p>Web: Raw materials > Fish and seafood > Tackling supply chain abuses in the seafood industry https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Web: Our raw materials https://www.nestle.com/csv/raw-materials</p> <p>Tackling Child Labour 2019 Report</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>Nestlé Responsible Sourcing Standard</p> <p>Nestlé Human Resources Policy</p>			
103-3 Evaluation of the management approach	<p>C: Assess and address human rights impacts p32</p> <p>C: Protecting children and workers p33</p> <p>Web: Our salient human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Web: Protecting children and workers https://www.nestle.com/csv/impact/respecting-human-rights/workers-livelihoods</p> <p>Web: Raw materials > Fish and seafood > Tackling supply chain abuses in the seafood industry https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>UNGP Reporting Framework Index of Answers https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-ungprf-index-of-answers-2019.pdf</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor 8	<p>We have identified the poor labor conditions within the fish and seafood supply chain, particularly in Thailand's fishing industry, as being high risk for instances of forced labor. Our supplier Olam Progidia is working with us to eliminate child and forced labor in the Turkish hazelnut supply chain. We have also found poor labor conditions in the coffee industry in Mexico and are working with NGO Verité to assess violations and remedy them.</p> <p>Web: Our raw materials > Fish and seafood > Protecting workers https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Web: Raw materials > Fish and seafood > Tackling labor rights abuses in the seafood industry https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Web: Our raw materials > Hazelnuts > Helping suppliers improve conditions in the hazelnut supply chain https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>C: Coffee > Ensuring workers' labor rights are protected p29</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap Annex II p17–21</p>	<p>a. Report suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of:</p> <ul style="list-style-type: none"> • Type of operation (such as manufacturing plant) and supplier. • Countries or geographical areas with operations and suppliers considered at risk. 	The information is currently unavailable.	In 2016, 61% of total volume was sourced from suppliers compliant with the Nestlé Supplier Code (SMETA and Ecovadis audited). Due to changes in our auditing process, we are no longer able to report by number of suppliers. Over the last year, as part of our work on the Labour Rights in Agricultural Supply Chains Roadmap, we have conducted an analysis of the likely incidence of forced labor across the priority commodities by country. This analysis informs our responsible sourcing work and actions on addressing these issues.
Human Rights Assessment				
103-1 Explanation of the material topic and its Boundary	<p>CSV: Focusing on our material issues p4</p> <p>CSV: Nestlé material issues across the value chain</p> <p>C: Assess and address human rights impacts p32</p> <p>C: Respecting and promoting human rights p31</p> <p>UNGP Reporting Framework Index of Answers 2018 p3</p> <p>Tackling Child Labour 2019 Report</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>Modern Slavery and Human Trafficking Report 2018</p>			
103-2 The management approach and its components	<p>CSV: Focusing on our material issues p4</p> <p>CSV: Nestlé material issues across the value chain</p> <p>C: Assess and address human rights impacts p32</p> <p>C: Respecting and promoting human rights p31</p> <p>Web: Raw materials > Fish and seafood > Tackling labor rights abuses in the seafood industry https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>UNGP Reporting Framework Index of Answers 2018 p3</p> <p>Tackling Child Labour 2019 Report</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p> <p>Modern Slavery and Human Trafficking Report 2018</p>			
103-3 Evaluation of the management approach	<p>C: Assess and address human rights impacts p32</p> <p>C: Respecting and promoting human rights p31</p> <p>Web: Raw materials > Fish and seafood > Tackling labor rights abuses in the seafood industry https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Web: Assess and address human rights impacts > How we manage our human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts</p> <p>Web: Our salient human rights issues > Our approach https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>UNGP Reporting Framework Index of Answers 2019 p4</p> <p>Labour Rights in Agricultural Supply Chains: A Roadmap</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
412-1 Operations that have been subject to human rights reviews or impact assessments	<p>C: Assess and address human rights impacts p32</p> <p>C: Respecting and promoting human rights p31</p> <p>C: Our culture of integrity p34</p> <p>Web: Our raw materials > Palm oil https://www.nestle.com/csv/raw-materials/palm-oil</p> <p>Web: Our raw materials > Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Tackling Child Labour 2019 Report</p> <p>In 2018, we launched our new CARE Audit Protocol, which uses independent assessments to measure compliance with key principles. In 2019, we conducted 198 CARE audits and human rights screenings in our own operations which found 64 minor and 18 major human rights gaps.</p>	Percentage of operations that have been subject to human rights reviews or impact assessments. The breakdown of data by country.	The information is currently unavailable.	Our current data collection does not break this down by country or percentage. We do not currently have plans to report on this in the future.
412-2 Employee training on human rights policies or procedures	<p>Web: Assess and address human rights impacts > Training and awareness https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts</p> <p>UNGP Reporting Framework Index of Answers 2019 https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-ungprf-index-of-answers-2019.pdf</p> <p>In 2019, 43.1% of employees were trained on policies and procedures concerning aspects of human rights that are relevant to operations, spending 17 236 hours training.</p> <p>The scope for this calculation has changed from previous years, hence the nature of the increase. Data is now captured on ilearn for all countries as opposed to being collected from just 10 FTSE4Good countries of concern in previous years.</p>			
412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Nestlé's approach is that 100% of suppliers must be signed up to our <i>Responsible Sourcing Standard</i> , which covers human rights, or undergo human rights screening.	b. The definition used for 'Significant investment agreements.'	Not applicable	Human rights violations have no place in our supply chain, which is why signing up to our Supplier Code of Conduct or undergoing a human rights screening is a blanket requirement no matter the size of the contract or agreement with a supplier.
<div>5 8 16</div>				
Local Communities				
103-1 Explanation of the material topic and its Boundary	<p>CSV: Focusing on our material issues p4</p> <p>CSV: Nestlé material issues across the value chain</p> <p>C: Enhancing rural development and livelihoods p25</p>			
103-2 The management approach and its components	<p>C: Enhancing rural development and livelihoods p25</p> <p>C: <i>Nestlé Cocoa Plan</i> p30</p> <p>Nespresso Positive Cup CSV report p15–17</p> <p>Nestlé Responsible Sourcing Standard</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Web: Our raw materials https://www.nestle.com/csv/raw-materials</p> <p>C: Grievance mechanisms and remediation p35</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-3 Evaluation of the management approach	C: Enhancing rural development and livelihoods p25 C: <i>Nestlé Cocoa Plan</i> p30 <u>Nespresso Positive Cup CSV report</u> p15–17 <u>Nestlé Responsible Sourcing Standard</u> Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance Web: Our raw materials https://www.nestle.com/csv/raw-materials C: Grievance mechanisms and remediation p35			
413-1 Operations with local community engagement, impact assessments, and development programs	Due to the scale of our global supply chain, we track the volume sourced from audited and compliant suppliers. In 2019, 198 CARE Audits were conducted covering compliance with human rights, labor, business integrity, health and safety, environmental sustainability and security. C: Assess and address human rights impacts p32 C: Our culture of integrity > Measuring compliance through our CARE audits > p34 C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35 Web: Our raw materials https://www.nestle.com/csv/raw-materials Web: Our raw materials > Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: Our raw materials > Coffee https://www.nestle.com/csv/raw-materials/coffee <u>Nespresso Positive Cup CSV report</u> p15–17 Web: Raw materials > Dairy https://www.nestle.com/csv/raw-materials/dairy	a. Percentage of operations	The information is currently unavailable.	We currently do not collect this information at Group level as our work with communities is highly localized. We do not currently have plans to collect this data.
413-2 Operations with significant actual and potential negative impacts on local communities 1 2	P: Improving water efficiency p42 P: Water stewardship advocacy p43 C: Enhancing rural development and livelihoods p25 C: Delivering impact through <i>Farmer Connect</i> p26 <u>Tackling Child Labour 2019 Report</u> Web: Our raw materials https://www.nestle.com/csv/raw-materials Web: Palm oil https://www.nestle.com/csv/raw-materials/palm-oil Web: Cocoa https://www.nestle.com/csv/raw-materials/nestle-cocoa-plan Web: Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts Web: <i>Modern Slavery and Human Trafficking Report 2018</i> <u>Labour Rights in Agricultural Supply Chains: A Roadmap</u>	Location of operations	The information is currently unavailable.	We disclose specific locations where we have identified significant actual and potential negative risk throughout our report and CSV website pages. However, we do not currently collect a consolidated number of operations and all of their locations and do not currently have plans to do so.

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Supplier Social Assessment				
103-1 Explanation of the material topic and its Boundary	<p>All Nestlé Tier 1 suppliers are required to adhere to the <i>Nestlé Responsible Sourcing Standard</i> (that includes environmental, societal, labor and human rights criteria), and are audited for compliance against the Code as part of an ongoing program. If any instances of non-compliance are found, corrective action plans are put in place to resolve the issues. Termination of a relationship with a supplier only occurs if they refuse to comply with the audit process, including not correcting non-compliances, and is only undertaken as a last resort.</p> <p>CSV: Focusing on our material issues p4</p> <p>CSV: <i>Nestlé material issues across the value chain</i></p> <p>C: Enhancing rural development and livelihoods p25</p> <p>C: Delivering impact through <i>Farmer Connect</i> p26</p> <p>C: Implement responsible sourcing p28</p> <p>C: Coffee p29</p> <p>C: <i>Nestlé Cocoa Plan</i> p30</p> <p>Web: Our raw materials > Coffee https://www.nestle.com/csv/raw-materials/coffee</p> <p>Web: Our raw materials > Dairy https://www.nestle.com/csv/raw-materials/dairy</p> <p>Web: Our raw materials > Meat, poultry, eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs</p> <p>Web: Our raw materials > Cereals and grains https://www.nestle.com/csv/raw-materials/cereals</p> <p>Web: Our raw materials > Palm oil https://www.nestle.com/csv/raw-materials/palm-oil</p> <p>Web: Our raw materials > Pulp and paper https://www.nestle.com/csv/raw-materials/pulp-paper</p> <p>Web: Our raw materials > Soya https://www.nestle.com/csv/raw-materials/soya</p> <p>Web: Our raw materials > Sugar https://www.nestle.com/csv/raw-materials/sugar</p> <p>Web: Our raw materials > Hazelnuts https://www.nestle.com/csv/raw-materials/hazelnuts</p> <p>Web: Our raw materials > Vanilla https://www.nestle.com/csv/raw-materials/vanilla</p> <p>Web: Our raw materials > Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>Web: Our raw materials > Spices https://www.nestle.com/csv/raw-materials/spices</p> <p>Web: Our raw materials > Vegetables https://www.nestle.com/csv/raw-materials/vegetables</p> <p>Web: Our raw materials > Coconut https://www.nestle.com/csv/raw-materials/coconut</p>			
103-2 The management approach and its components	<p>See above for programs and initiatives.</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35</p> <p><i>Nestlé Responsible Sourcing Standard</i></p>			
103-3 Evaluation of the management approach	<p>We assess the effectiveness of our supplier assessment management approach regularly. In 2019, we saw an increased number of concerns raised through our <i>Tell us</i> system. Our management approach has been focused on improving supplier awareness of the <i>Tell us</i> system and the increase shows that our increased efforts to communicate the tool have been effective. We will continue to monitor its effectiveness going forward.</p> <p>Web: Raw materials https://www.nestle.com/csv/raw-materials and all ingredient sub-pages</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
414-1 New suppliers that were screened using social criteria	100% of new suppliers are assessed as meeting the requirements of the <i>Nestlé Responsible Sourcing Standard</i> as a condition of their selection. The <i>Responsible Sourcing Standard</i> includes labor practices criteria. Nestlé also undertakes screening of suppliers' adherence to the Standard as part of an ongoing audit program using a risk-based approach. The <i>Nestlé Responsible Sourcing Standard</i> includes environmental criteria. See: Nestlé Responsible Sourcing Standard Web: Our raw materials https://www.nestle.com/csv/raw-materials			
414-2 Negative social impacts in the supply chain and actions taken	In 2019 we undertook 198 CARE audits (covering 362 sites) covering off a range of possible negative social impacts such as labor, health and safety, and human rights. C: Enhancing rural development and livelihoods p25 C: Delivering impact through <i>Farmer Connect</i> p26 C: Implement responsible sourcing p28 C: Respecting and promoting human rights p31 C: Assess and address human rights impacts p32 Web: Raw materials https://www.nestle.com/csv/raw-materials and all ingredient sub-pages Tackling Child Labour 2019 Report p6–7 UNGP Reporting Framework Index of Answers https://www.nestle.com/sites/default/files/2020-03/creating-shared-value-ungprf-index-of-answers-2019.pdf	a. Report the number of suppliers subject to assessments for impacts on society. b. Report the number of suppliers identified as having significant actual and potential negative impacts on society. c. Report the significant actual and potential negative impacts on society identified in the supply chain. d. Report the percentage of suppliers identified as having significant actual and potential negative impacts on society with which improvements were agreed upon as a result of assessment. e. Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment.	The information is currently unavailable.	In 2016, 61% of total volume was sourced from suppliers compliant with the Nestlé Supplier Code (SMETA and Ecovadis audited). Due to changes in our auditing process, we are no longer able to report by number of suppliers. We continue to work on the Labour Rights in Agricultural Supply Chains Roadmap conducting analysis of the likely incidence of child labor across the priority commodities by country. This analysis informs our responsible sourcing work and actions on addressing these issues.
Public Policy				
103-1 Explanation of the material topic and its Boundary	P: Proactive engagement on climate change p48 Public policy positions found on http://www.nestle.com/ask-nestle			
103-2 The management approach and its components	Nestlé believes that transparent and constructive engagement is a vital part of the policy decision-making process and as such, communicates its advocacy priorities and objectives transparently. Nestlé also believes in open dialogue, supports multi-stakeholder actions and adopts responsible business practices. This approach applies across all of our material issues and our latest engagements can be found throughout our Creating Shared Value Progress Report 2019. Web: Stakeholder engagement https://www.nestle.com/csv/what-is-csv/stakeholder-engagement Web: Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35 Policy on Transparent Interaction with Authorities and Organisations			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-3 Evaluation of the management approach	We conduct regular operational reviews to ensure we are achieving our company public policy and advocacy goals and adjust our approach accordingly. Web: Ethical business https://www.nestle.com/csv/what-is-csv/ethical-business Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35 Policy on Transparent Interaction with Authorities and Organisations			
415-1 Political contributions 16	Under Section 10 of the Nestlé Code of Business Conduct, political contributions are not allowed. The only exception is the parent company in its home country, Switzerland, where minor contributions are made to political parties' secretariats to support the economic conditions and democratic structure in Switzerland. In 2019, the total of such payments for the functioning of party secretariats (no payments for campaigns) was CHF 230 000.	The political parties the payments were made to.	The information is currently unavailable.	Nestlé does not indicate recipient parties individually.
Customer Health and Safety				
103-1 Explanation of the material topic and its Boundary	CSV: Nestlé material issues across the value chain Web: Quality and safety https://www.nestle.com/aboutus/quality-and-safety laF: Inspiring people to lead healthier lives p13 Web: Nestlé Policy on Sugars Web: Nestlé Policy on Sodium (Salt) Web: Nestlé Policy on Saturated Fat Web: Nestlé Policy on Micronutrient Fortification of Foods & Beverages laF: Building, sharing and applying nutrition knowledge p21			
103-2 The management approach and its components	laF: Offering tastier and healthier choices p7 laF: Launching more nutritious products p8 laF: Promoting healthy behaviors in children p17 Web: Quality and safety https://www.nestle.com/aboutus/quality-and-safety			
103-3 Evaluation of the management approach	Web: Quality and safety https://www.nestle.com/aboutus/quality-and-safety Web: How we ensure food safety https://www.nestle.com/aboutus/quality-and-safety/how-we-ensure-food-safety Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35 Our worldwide consumer services organizations ensures that we can immediately respond to any consumer inquiry, question or concern. The labels of all Nestlé products invite our consumers to talk to Nestlé, and provide our address or telephone number. In addition to our overall product safety and quality management system, Nestlé's early warning team analyzes potential emerging food safety risks. In 2019, our team closed four Early Warning, Food Safety and IRT topics.			
416-1 Assessment of the health and safety impacts of product and service categories	Our Quality Policy is implemented through our Nestlé Quality Management System (NQMS), which covers 100% of Nestlé products. The NQMS encompasses essential elements, such as good manufacturing practices, hazard analysis and critical control points (HACCP), and traceability, together with new requirements and initiatives across the whole value chain. It lays out the basic principles for the management of quality through allocating clear responsibilities to process owners of the value chain, aligning the Food Safety Management System with FSSC 22000/ISO 22000, and driving continuous improvement through the elimination of defects and waste. Web: Quality and safety https://www.nestle.com/aboutus/quality-and-safety Web: How we ensure food safety https://www.nestle.com/aboutus/quality-and-safety/how-we-ensure-food-safety			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services 16	Web: Quality and safety https://www.nestle.com/aboutus/quality-and-safety There were 12 instances of significant product recalls or incidents of non-compliance in 2019. There were no events to report as significant fines or non-monetary sanctions for non-compliance with laws and regulations concerning the provision and use of our products and services in 2019.	Incidents of non-compliance with regulations resulting in a warning. Incidents of non-compliance with voluntary codes.	The information is currently unavailable.	We do not currently collect this information at Group level nor have plans for collecting this in future.
FP5 Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards 2	97% of Nestlé sites are certified against the Nestlé Quality Management System and/or ISO 9001. 97% of Nestlé manufacturing and R&D sites are certified against FSSC 22000/ISO 22000 food management standards. New acquisitions or political instability and risk of auditors' safety reflect the remaining 3%.	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	The information is currently unavailable.	We do not currently collect this information at Group level and have no plans for collecting this in future.
FP6 Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars 2	laF: Reducing sugars, sodium and fats p9 RaG: Our key performance indicators p57 Around 5.8% of our total sales volume of consumer products was reduced in saturated fats, sodium and added sugars in 2019.	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars.	The information is currently unavailable.	We do not currently collect this information by product category at Group level and have no plans to do so in the future.
FP7 Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives 2	laF: Micronutrient fortification p12 laF: Adding vegetables, fiber and whole grains p10 RaG: Our key performance indicators p57 Around 8.4% of our total sales volume of consumer products has been renovated/reformulated by the end of FY for health and nutrition. This included either a decrease in fat, sugars, sodium or increase in nutritious ingredients (proteins, fiber, calcium).	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients.	The information is currently unavailable.	We do not currently collect this information by product category at Group level and have no plans to do so in the future.
Marketing and Labeling				
103-1 Explanation of the material topic and its Boundary	CSV: Focusing on our material issues p4 CSV: Nestlé material issues across the value chain Web: I&F > Supporting breastfeeding > Marketing breast-milk substitutes responsibly https://www.nestle.com/csv/impact/healthier-lives/baby-milk laF: Providing nutritional information p14 laF: Marketing healthy choices p16			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
103-2 The management approach and its components	<p>laF: Providing nutritional information p14</p> <p>laF: Marketing healthy choices p16</p> <p>Nestlé Consumer Communication Principles</p> <p>Nestlé Marketing Communication to Children Policy</p> <p>Web: I&F > Supporting breastfeeding > Marketing breast-milk substitutes responsibly https://www.nestle.com/csv/impact/healthier-lives/baby-milk</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35</p>			
103-3 Evaluation of the management approach	<p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p> <p>Web: I&F > Supporting breastfeeding > Marketing breast-milk substitutes responsibly https://www.nestle.com/csv/impact/healthier-lives/baby-milk</p> <p>Nestlé Marketing Communication to Children Policy Compliance and Monitoring section p4</p> <p>C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35</p> <p>laF: Providing nutritional information p14</p> <p>laF: Marketing healthy choices p16</p>			
417-1 Requirements for product and service information and labeling 12	<p>Our Quality Policy and Quality Management System requires and ensures that we meet all product labeling legal requirements in every market that we operate in. 100% of our product categories are covered and assessed for compliance with national product labeling requirements through our Quality Management System. In addition to meeting our legal requirements, we are actively working to engage consumers on the sustainability impacts of our products through QR codes that consumers can scan and learn more about online.</p> <p>Web: Quality and safety https://www.nestle.com/aboutus/quality-and-safety</p> <p>laF: Enabling healthier and happier lives p6</p> <p>laF: Providing nutritional information p14</p> <p>C: Implement responsible sourcing p28</p> <p>P: Safeguarding the environment p49</p> <p>P: Reducing food loss and waste p51</p> <p>P: Promoting sustainable consumption p52</p>			
417-2 Incidents of non-compliance concerning product and service information and labeling 16	<p>There were no events or penalties to report as significant fines or non-monetary sanctions for non-compliance with laws and regulations in 2019.</p> <p>There were 12 significant product recalls or incidents of non-compliance in 2019. 2 of the recalls were due to product being labeled incorrectly.</p>	<p>Breakdown by information and labeling. 'Instances of non-compliance' relating to regulations and voluntary codes concerning product and service information and labeling.</p> <p>ii. Incidents of non-compliance with regulations resulting in a warning.</p> <p>iii. Incidents of non-compliance with voluntary codes.</p>	The information is currently unavailable.	We do not currently collect this information at Group level, and we do not currently have plans to collect this information.

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
417-3 Incidents of non-compliance concerning marketing communications 16	<p>Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>laF: Supporting breastfeeding p18</p> <p>Web: I&F > Supporting breastfeeding > Marketing breast-milk substitutes responsibly https://www.nestle.com/csv/impact/healthier-lives/baby-milk</p> <p>The Nestlé Policy and Procedures for the Implementation of the WHO International Code of Marketing of Breast Milk Substitutes</p> <p>There were 12 significant product recalls or incidents of non-compliance in 2019. 0 of the recalls related to marketing/advertising campaigns, promotions or sponsorships.</p>	<p>a. Report the total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by:</p> <ul style="list-style-type: none"> Incidents of non-compliance with regulations resulting in a fine or penalty. Incidents of non-compliance with regulations resulting in a warning. Incidents of non-compliance with voluntary codes. 	The information is currently unavailable.	We do not currently collect this information at Group level, and we do not currently have plans to collect this information.
Customer Privacy				
103-1 Explanation of the material topic and its Boundary	<p>CSV: Focusing on our material issues p4</p> <p>CSV: <u>Nestlé material issues across the value chain</u></p> <p>Web: CSV > Ethical business > How we protect personal data https://www.nestle.com/csv/what-is-csv/ethical-business</p> <p>Web: Our salient human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p>			
103-2 The management approach and its components	<p>Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>Web: CSV > Ethical business > How we protect personal data https://www.nestle.com/csv/what-is-csv/ethical-business</p> <p>Web: Our salient human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p>			
103-3 Evaluation of the management approach	<p>Web: Grievance mechanisms and remediation https://www.nestle.com/csv/impact/employment-diversity/grievance-mechanisms</p> <p>Web: CSV > Ethical business > How we protect personal data https://www.nestle.com/csv/what-is-csv/ethical-business</p> <p>Web: Our salient human rights issues https://www.nestle.com/csv/impact/respecting-human-rights/salient-human-rights-issues</p> <p>Web: Governance and Policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance</p>			
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data 16	<p>Web: Ethical business > How we protect personal data https://www.nestle.com/csv/what-is-csv/ethical-business</p> <p>In 2019, there were:</p> <ul style="list-style-type: none"> 3 complaints received by outside parties and substantiated by the organization, generally concerning group email addresses being sent with email addresses being exposed and opt-out requests not being actioned. 1 complaint received by regulatory bodies. <p>In 2019, there were 2 instances of identified leaks, thefts or losses of customer data.</p>			

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
Socioeconomic Compliance				
103-1 Explanation of the material topic and its Boundary	CSV: Focusing on our material issues p4 CSV: Nestlé material issues across the value chain laF: Inspiring people to lead healthier lives p13 C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35 Web: CSV > Ethical Business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business Web: Quality and safety https://www.nestle.com/aboutus/quality-and-safety			
103-2 The management approach and its components	CSV: Focusing on our material issues p4 CSV: Inspiring people to lead healthier lives p13 C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35 Web: CSV > Ethical Business > Anti-corruption https://www.nestle.com/csv/what-is-csv/ethical-business The Nestlé Corporate Business Principles C: Assess and address human rights impacts p32 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance			
103-3 Evaluation of the management approach	C: Grievance mechanisms and remediation > Our independent <i>Tell us</i> channel for raising issues p35 C: Assess and address human rights impacts p32 Web: Governance and policies > Our internal governance structure https://www.nestle.com/csv/what-is-csv/governance			
419-1 Non-compliance with laws and regulations in the social and economic area 16	CFS: 11.2: Provisions and contingencies: Contingencies p118 There were no events or penalties to report as significant fines or non-monetary sanctions for non-compliance with laws and regulations in 2019. The threshold for a 'significant fine' is CHF 10 million.	There is no breakdown for monetary value of significant fines for non-compliance with laws and regulations in the social and economic area.	The information is currently unavailable.	We do not currently collect this information at Group level and we do not currently have plans to collect this information in future.
Animal Welfare				
FP9 Percentage and total of animals raised and/or processed, by species and breed type 15	Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. Animal welfare is very important within our supply chain and applies to three priority sourcing categories: Meat, poultry and eggs; Dairy; and Fish and seafood. Our Policy on Animal Welfare which is part of the <i>Nestlé Responsible Sourcing Standard</i> makes our stance clear for suppliers on our commitment to improve farm animal welfare across our global supply chain. Nestlé Responsible Sourcing Standard Nestlé Commitment on Farm Animal Welfare Web: Our raw materials > Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Our raw materials > Dairy https://www.nestle.com/csv/raw-materials/dairy C: Implement responsible sourcing p28	Indicator omitted	The Standard Disclosure or part of the Standard Disclosure is not applicable.	Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. We do not buy animals reared by contract farmers or procured on the open market, or whole live animals. Nestlé is committed to improving traceability in our supply chain and 'Dairy' (p58) and 'Meat, poultry and eggs' (http://www.Nestlé.com/csv/rural-development-responsible-sourcing/responsible-sourcing/meat-poultry-eggs) are two of our 12 priority categories for our commitment to implementing responsible sourcing (p30).

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
FP10 Policies and practices, by species and breed type, related to physical alternations and the use of anaesthetic.	Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. Animal welfare is very important within our supply chain and applies to three priority sourcing categories: Meat, poultry and eggs; Dairy; and Fish and seafood. Our Policy on Animal Welfare, which is part of the <i>Nestlé Responsible Sourcing Standard</i> , makes our stance clear for suppliers on our commitment to improve farm animal welfare across our global supply chain. Nestlé Responsible Sourcing Standard Nestlé Commitment on Farm Animal Welfare Web: Our raw materials > Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Our raw materials > Dairy https://www.nestle.com/csv/raw-materials/dairy C: Implement responsible sourcing p28	Indicator omitted	The Standard Disclosure or part of the Standard Disclosure is not applicable.	Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. We do not buy animals reared by contract farmers or procured on the open market, or whole live animals. Nestlé is committed to improving the anesthetic and physical alteration practices in our supply chain as outlined in our Animal Welfare Policy and disclosed in our website pages on Meat, poultry and eggs in our supply chain.
FP11 Percentage and total of animals raised and/or processed, by species and breed type, per housing type	Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. Animal welfare is very important within our supply chain and applies to three priority sourcing categories: Meat, poultry and eggs; Dairy; and Fish and seafood. Our Policy on Animal Welfare, which is part of the <i>Nestlé Responsible Sourcing Standard</i> , makes our stance clear for suppliers on our commitment to improve farm animal welfare across our global supply chain. Nestlé Commitment on Farm Animal Welfare Web: Our raw materials > Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs Web: Our raw materials > Dairy https://www.nestle.com/csv/raw-materials/dairy C: Implement responsible sourcing p28	Indicator omitted	The Standard Disclosure or part of the Standard Disclosure is not applicable.	Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. We do not buy animals reared by contract farmers or procured on the open market, or whole live animals. Nestlé is committed to improving traceability in our supply chain and 'Dairy' (p58) and 'Meat, poultry and eggs' (http://www.Nestlé.com/csv/rural-development-responsible-sourcing/responsible-sourcing/meat-poultry-eggs) are two of our 12 priority categories for our commitment to implementing responsible sourcing (p51).

Disclosures	Page number (or link)	Identified omission(s)	Reason(s) for omission(s)	Explanation for omission(s)
FP12 Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type 2	<p>Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. Animal welfare is very important within our supply chain and applies to three priority sourcing categories: Meat, poultry and eggs; Dairy; and Fish and seafood. Our Policy on animal welfare, which is part of our <i>Responsible Sourcing Standard</i>, makes our stance clear for suppliers on our commitment to improve farm animal welfare across our global supply chain including the responsible use of antibiotics of which we follow the Organization for Animal Health (OIE)'s guidance.</p> <p>Nestlé Commitment on Farm Animal Welfare Nestlé Responsible Sourcing Standard</p> <p>We do not support the use of veterinary medicines with performance-enhancing effects in farm animals for the purposes of growth promotion. We believe that any use of such medicines for purely therapeutic purposes should only be carried out under veterinarian advice.</p> <p>Regulations and opinions on the use of performance-enhancing medication vary significantly around the world. We will not advocate for the approval of performance enhancers in countries where they are not currently permitted for use.</p> <p>We are working with farmers and suppliers to promote good agricultural practices which increase yields and safeguard standards without the use of growth promoters.</p> <p>Antimicrobial resistance The appropriate use of antimicrobials is essential for protecting human and animal health, and for ensuring correct standards of animal welfare. We share concerns over the emergence of antimicrobial resistance.</p> <p>As such, we oppose the use of antimicrobials for growth promotion in animals. We also oppose the use of antimicrobials categorized by the World Health Organization as 'critically important' or 'highly important' for human use, and which are not approved for veterinary use.</p> <p>To help address antimicrobial resistance, we endorse international efforts, including the tripartite (FAO-OIE-WHO) approach to promote the responsible use of antimicrobial agents, aimed at minimizing the development of antimicrobial resistance.</p> <p>Alongside this, we continue to work with our suppliers to support practices and innovations that reduce the need to use antimicrobials in our supply chain, while maintaining correct levels of animal welfare.</p>	Indicator omitted	The Standard Disclosure or part of the Standard Disclosure is not applicable.	Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. We do not buy animals reared by contract farmers or procured on the open market, or whole live animals. However, our Nestlé Farm Animal Welfare Policy outlines our stance and policy on the use of antibiotics in our meat supply chain.
FP13 Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals	<p>Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. Animal welfare is very important within our supply chain and applies to three priority sourcing categories: Meat, poultry and eggs; Dairy; and Fish and seafood. Our Policy on Animal Welfare, which is part of our <i>Responsible Sourcing Standard</i>, makes our stance clear for suppliers on our commitment to improve farm animal welfare across our global supply chain.</p> <p>Nestlé Farm Animal Welfare Policy</p> <p>Web: Our raw materials > Meat, poultry and eggs https://www.nestle.com/csv/raw-materials/meat-poultry-eggs</p> <p>Web: Our raw materials > Dairy https://www.nestle.com/csv/raw-materials/dairy</p> <p>Web: Our raw materials > Fish and seafood https://www.nestle.com/csv/raw-materials/fish-seafood</p> <p>C: Implement responsible sourcing > p28</p>	Indicator omitted	The Standard Disclosure or part of the Standard Disclosure is not applicable.	Nestlé only raises animals in three test farm settings for training purposes, and does not process any animals. We do not buy animals reared by contract farmers or procured on the open market, or whole live animals. Nestlé is committed to improving traceability in our supply chain and 'Dairy' (p58) and 'Meat, poultry and eggs' (http://www.Nestlé.com/csv/rural-development-responsible-sourcing/responsible-sourcing/meat-poultry-eggs) are two of our 12 priority categories for our commitment to implementing responsible sourcing (p51).

Appendix

All data is for 2019 unless otherwise stated.

102-8 Employees

Employment contract type by gender, total number of employees

	Women	Men
Permanent	97 091	163 191
Temporary	7 355	7 794

Employment contract type by region, total number of employees

	AMS	AOA	EMENA
Permanent	93 919	76 001	90 424
Temporary	4 703	2 803	7 707

Employment type by gender, total number of employees

	Women	Men
Full-time	95 439	166 570
Part-time	6 765	2 594

FP3: Labor management data

Percentage of employees covered by collective bargaining agreements

2016	2017	2018	2019
57%	52%	53.7%	57%

Number of labor disputes

2016	2017	2018	2019
42	64	69	68

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

2016	2017	2018	2019
0.023%	0.0219%	0.02%	0.023%

401-3 Parental leave

Number of employees entitled to parental leave, by gender*

Women	104 488
Men	171 006

Number of employees who took parental leave, by gender*

Women	37 922
Men	14 173

Number of employees who returned to work after parental leave ended*

Women	27 164
Men	13 330

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

Women	4 457
Men	2 975

The return-to-work and retention rates of employees who took parental leave, by gender*

	Women	Men
Return-to-work	71.63%	94.05%
Retention	95.82%	94.63%

* Covers Nestlé employees registered in the HR system (approximately 91.3% of all employees)

405-1 Diversity data

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

Overall	
Women	104 488 (38%)
Men	171 006 (62%)
AMS	
Women	33 568 (34%)
Men	65 031 (66%)
AOA	
Women	28 798 (37%)
Men	49 997 (63%)
EMENA	
Women	42 122 (43%)
Men	55 978 (57%)

* Representing all employees in HR system. 0.01% of employees with no gender assigned in HR system

Total workforce by age group*

	2019
< 30	21%
30 – 50	61%
> 50	19%

Part-time employees by age group*

	2019
< 30	24%
30 – 50	47%
> 50	28%

Temporary employees by age group*

	2019
< 30	66%
30 – 50	28%
> 50	6%

* Covers Nestlé employees registered in the HR system (approximately 91.3% of all employees)

Full-time employees by gender, number of employees (percentage of employees)*

Women	95 439 (36%)
Men	166 570 (64%)

Part-time employees by gender, number of employees (percentage of total employees)*

Women	6765 (72.3%)
Men	2594 (27.7%)

Temporary employees by gender, number of employees (percentage of total employees)*

Women	7355 (49%)
Men	7794 (51%)

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

	Women	Men
< 30	742 (46%)	867 (54%)
30 – 50	8899 (39%)	14 198 (61%)
> 50	1781 (26%)	5110 (74%)

Senior leadership positions by gender*

Women	28.6%
Men	71.4%

* Covers Nestlé employees registered in the HR system (approximately 91.3% of all employees)

Leadership positions by gender*

Women	42.0%
Men	58.0%

* Covers Nestlé employees registered in the HR system (approximately 91.3% of all employees)

401-1 New employee hires and employee turnover

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

	Women	Men
<30	7202 (36%)	8292 (29%)
30–50	7254 (12%)	8475 (8.0%)
50+	762 (5%)	988 (3.0%)

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

	2019
AMS	13 870 (14.36%)
AOA	9856 (12.81%)
EMENA	9278 (10.20%)

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

	Women	Men
<30	5269 (26%)	7256 (26%)
30–50	9672 (16%)	14545 (14%)
50+	2820 (17%)	5878 (17%)

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

	2019
AMS	19 749 (20.54%)
AOA	12 323 (16.15%)
EMENA	13 378 (14.90%)

* Covers Nestlé employees registered in the HR system (approximately 91.3% of all employees)

403-2 Health and safety data

Sickness absence



Sickness absence by region

	2019
AMS	1.19%
AOA	1.04%
EMENA	4.61%

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

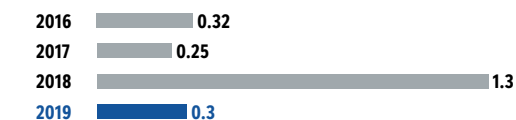
Overall



AMS



AOA



EMENA



Recordable injury rate (per million hours worked)

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

Overall



AMS



AOA



EMENA



Externally reported fatalities by victim status

Employees on-site

0

Employees off-site



Contractors on-site

1

Members of public on-site

0

AMS AOA EMENA