



Nestlé Good food, Good life

Our global sustainability performance indicators for 2022

About this

appendix

This document consolidates the key performance indicators (KPIs) for calendar year ending 31 December 2022 that are included throughout Nestlé's *2022 Creating Shared Value and Sustainability Report*. The report provides details of progress against our commitments and explains our strategies and performance. We provide more details of certain strategic KPIs in our [Reporting Scope and Methodology for ESG KPIs](#) and our [Reporting Scope and Methodology for Nutritional Value Transparency Key Performance Indicators](#).

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Sustainable performance indicators

| Indicator | Unit | 2020 | 2021 | 2022 | Notes on the data |
|--|----------------|----------|----------|----------|---|
| On the road to net zero | | | | | |
| CO ₂ e reductions compared with business-as-usual scenario | Million tonnes | | 4.0 | 6.4 | A significant change in our calculation methodology in 2022 means data for 2021 and 2022 are not comparable. |
| CO ₂ e removals secured | Million tonnes | | 9.7 | 4.3 | |
| Gross direct (Scope 1) GHG emissions (CO ₂ e) | Million tonnes | 3.30 | 3.35 | 3.24 | |
| Gross market-based indirect (Scope 2) GHG emissions (CO ₂ e) | Million tonnes | 1.63 | 1.44 | 0.76 | 2020 and 2021 restated due to acquisitions, divestures, emissions factor restatements and adjusted scope. |
| Gross other indirect (Scope 3) GHG emissions (CO ₂ e) | Million tonnes | 116.59 | 115.83 | 108.90 | |
| Total (Scope 1+2+3) GHG emissions (CO ₂ e) | Million tonnes | 121.52 | 120.62 | 112.90 | |
| Renewable electricity sourced in our manufacturing sites at year end | % | 50.5 | 63.7 | 78.4 | |
| Global fleet of vehicles switched to lower emission options | % | 17.6 | 27.2 | 41.0 | |
| Energy consumption | GJ | 81385568 | 82779476 | 80131120 | |
| Energy consumed that was supplied from grid electricity | % | 12.2 | 10.2 | 6.0 | |
| Energy consumed that is renewable energy | % | 23.1 | 25.3 | 30.6 | |
| Hazardous Waste Generated – biomass | Tonnes | | | 839 | Changes in the classification of waste in 2022 mean that prior year data is not comparable. |
| Non-hazardous Waste Generated – biomass | Tonnes | | | 1973909 | |
| Hazardous Waste Generated – mixed waste | Tonnes | | | 33067 | |
| Non-hazardous Waste Generated – mixed waste | Tonnes | | | 926422 | |
| Looking at the whole landscape | | | | | |
| Primary supply chains for meat, palm oil, pulp and paper, soy and sugar assessed as deforestation-free | % | 90.0 | 97.2 | 99.1 | |
| Trees secured for planting | Number | | 24.6 | 12.4 | |
| CO ₂ e secured over a 20-year period through tree-planting projects initiated | Million tonnes | | 9.3 | 3.1 | |
| More regenerative practices on farms | | | | | |
| Key ingredients sourced through regenerative agricultural methods | % | | | 6.8 | In 2022, only the following sources are included in regenerative agriculture volumes: fresh milk, Ecuadorian cocoa, green coffee and Libby's vegetables sourced through direct procurement/Farmer Connect or for Nespresso, Nestlé Nutrition cereals and vegetables that are traceable back to a farm/cooperative level and raw materials that are covered by the Living Soils initiative with Earthworm Foundation for Nestlé France. The denominator includes all raw materials in scope. See our Reporting Scope and Methodology for ESG KPIs document for full details. |

Sustainable performance indicators

| Indicator | Unit | 2020 | 2021 | 2022 | Notes on the data |
|--|-----------------------------------|-------|------|-------------|--|
| Regenerating the water cycle | | | | | |
| Total water withdrawn | Million cubic meters | 115.4 | 98.0 | 97.1 | |
| Total water consumed | Million cubic meters | 56.2 | 39.0 | 43.9 | |
| Total water discharged | Million cubic meters | 59.2 | 59.0 | 53.2 | |
| Water use reduction in factories | Million cubic meters | 1.69 | 2.30 | 2.38 | |
| Water efficiency at our factories | | | | | |
| Water efficiency at our factories: Milk products | Cubic meters per tonne of product | | 3.58 | 3.70 | |
| Water efficiency at our factories: Confectionery | Cubic meters per tonne of product | | 3.08 | 2.68 | |
| Water efficiency at our factories: Nutrition and healthcare | Cubic meters per tonne of product | | 8.39 | 8.68 | |
| Water efficiency at our factories: PetCare | Cubic meters per tonne of product | | 1.16 | 1.25 | |
| Water efficiency at our factories: Powdered and liquid beverages | Cubic meters per tonne of product | | 5.93 | 6.18 | |
| Water efficiency at our factories: Prepared dishes and cooking aids | Cubic meters per tonne of product | | 3.13 | 3.08 | |
| Water efficiency at our factories: Bottled water | Cubic meters per tonne of product | | 1.52 | 1.48 | |
| Water withdrawn in regions with High or Extremely High Baseline Water Stress | % | 25.0 | 35.4 | 36.1 | |
| Water consumed in regions with High or Extremely High Baseline Water Stress | % | 30.0 | 49.1 | 51.5 | |
| Water incidents that incurred a fine or penalty | Number | | | 5 | <i>Reported for the first time in 2022.</i> |
| Nestlé Waters | | | | | |
| Nestlé Waters sites certified to the AWS Standard | Number | 34 | 19 | 21 | <i>This number reduced In 2021 due to the sale of Nestlé Waters North America.</i> |
| Nestlé Waters volumetric water benefits delivered by implementing local water stewardship projects | Million cubic meters | | | 2.3 | <i>Reported for the first time in 2022.</i> |

Sustainable performance indicators

| Indicator | Unit | 2020 | 2021 | 2022 | Notes on the data |
|--|--------|---------|-----------|------------------|--|
| Ingredients produced sustainably | | | | | |
| Key ingredients produced sustainably | % | | 16.3 | 22.0 | <i>Key ingredients refers to 14 key agricultural raw materials that cover 95% of our annual sourcing by volume: cereals and grains; cocoa; coconut; coffee; dairy; fish and seafood; hazelnuts; meat, poultry and eggs; palm oil; pulp and paper; soy; spices; sugar; and vegetables. Change in definition in 2022 means year-on-year data are not comparable.</i> |
| Certified sustainable palm oil sourced | % | 58.1 | 71.1 | 71.0 | <i>2022 data comprises Roundtable on Sustainable Palm Oil certifications and credits as follows: 20.0% segregated, 1.6% mass balance, 45.6% book and claims without including credits from independent smallholders, 3.7% book and claims from independent smallholders only.</i> |
| Coffee sustainably sourced | % | 75.0 | 82.8 | 88.0 | |
| Coffee sourced through the <i>Nescafé Plan</i> | % | 75.0 | 81.5 | 87.0 | |
| Coffee sourced through the <i>Nespresso AAA Sustainable Quality™ Program</i> | % | 93.0 | 92.6 | 93.1 | |
| Cocoa sourced through the <i>Nestlé Cocoa Plan</i> | % | 48.0 | 50.6 | 68.3 | <i>The % cocoa sourced through the Nestlé Cocoa Plan includes volumes of Rainforest Alliance certified mass balance cocoa that are not accounted for in the global Produced Sustainably indicator above.</i> |
| Number of farmers in the <i>Nestlé Cocoa Plan</i> | Number | 124 053 | 152 236 | 157 157 | |
| Number of forest and fruit trees distributed to cocoa farmers | Number | 669 305 | 1 038 904 | 1 470 614 | |
| Cage-free eggs sourced | % | | 76.3 | 71.7 | |
| Farmers trained through <i>Farmer Connect</i> | Number | | 435 500 | 419 228 | |
| Human rights and resilient communities | | | | | |
| Child Labor Monitoring and Remediation System performance – Ghana | | | | | |
| Households covered by a CLMRS to prevent and address child labor risks | Number | 1897 | 10 711 | 14 797 | |
| Children covered by a CLMRS to prevent and address child labor risks | Number | 2325 | 5978 | 11 669 | |
| Total children who received support during the year | Number | 284 | 410 | 3503 | |
| Total children who have received support since program began | Number | 2399 | 2809 | 6312 | |
| Children identified who reported no longer engaging in activities posing a risk of child labor at the two most recent follow-up visits | Number | 693 | 738 | 819 | |
| Child Labor Monitoring and Remediation System performance – Cote d'Ivoire | | | | | |
| Households covered by a CLMRS to prevent and address child labor risks | Number | 57 525 | 69 318 | 72 625 | |
| Children covered by a CLMRS to prevent and address child labor risks | Number | 86 134 | 94 748 | 98 674 | |
| Total children who received support during the year | Number | 22 961 | 29 424 | 11 532 | |
| Total children who have received support since the program began | Number | 127 550 | 156 974 | 168 506 | |
| Children identified who reported no longer engaging in activities posing a risk of child labor at the two most recent follow-up visits | Number | 4838 | 6307 | 8155 | |

Sustainable performance indicators

| Indicator | Unit | 2020 | 2021 | 2022 | Notes on the data |
|---|----------|-------|-------|--------------|--|
| Supporting tasty and balanced diets | | | | | |
| Affordable nutrition | | | | | |
| Number of servings of total products with micronutrient fortification | Billions | 205.3 | 207.4 | 211.4 | <i>The 'big four' micronutrients are iron, vitamin A, iodine and zinc. 2021 data corrected to adjust for some products that were reclassified.</i> |
| Number of servings of affordable nutrition with micronutrient fortification | Billions | 120.2 | 128.4 | 129.2 | |
| Nutritional value transparency | | | | | |
| Net sales from products with a Health Star Rating of 3.5 and above – excluding PetCare | % | | | 37 | <i>Reported for the first time in 2022. Covers 79% of total net sales. Excludes products that are not foods or beverages for consumption, and some recent acquisitions. Health Star Ratings are calculated based on the recipe for each product and are not necessarily included on the product label.</i> |
| Net sales from products with a Health Star Rating of between 1.5 and 3.5 – excluding PetCare | % | | | 22 | |
| Net sales from products with a Health Star Rating of less than 1.5 – excluding PetCare | % | | | 21 | |
| Net sales from specialized nutrition products – excluding PetCare | % | | | 20 | |
| Net sales from products with a Health Star Rating of 3.5 and above – including PetCare | % | | | 30 | <i>Reported for the first time in 2022. Covers 97% of total net sales. Excludes products that are not foods or beverages for consumption, and some recent acquisitions. Health Star Ratings are calculated based on the recipe for each product and are not necessarily included on the product label.</i> |
| Net sales from products with a Health Star Rating of between 1.5 and 3.5 – including PetCare | % | | | 18 | |
| Net sales from products with a Health Star Rating of less than 1.5 – including PetCare | % | | | 17 | |
| Net sales from specialized nutrition products – including PetCare | % | | | 35 | |
| Responsible marketing | | | | | |
| Compliance with Nestle Marketing Communication to Children policy: TV | % | | 98.7 | 98.4 | <i>100% of the audited influencers' posts were assessed as not appealing to children below 13 years. Following a change in methodology, breaches for posts not targeted to children are also included.</i> |
| Compliance with Nestle Marketing Communication to Children policy: Websites | % | | 100.0 | 100.0 | |
| Compliance with Nestle Marketing Communication to Children policy: Social media | % | | 83.4 | 100.0 | |
| Compliance with Nestle Marketing Communication to Children policy: Influencers | % | | 100.0 | 37.5 | |
| Compliance with Nestle Marketing Communication to Children policy: Average total | % | | 95.5 | 84.0 | |
| Countries with breastmilk substitute compliance audits | Number | 18 | 24 | 31 | |
| Non compliances with breastmilk substitute marketing code | Number | 107 | 121 | 116 | |
| Material sanctions (with a threshold of CHF 10 million) due to products' labeling or marketing violations | Number | | 0 | 0 | |

Sustainable performance indicators

| Indicator | Unit | 2020 | 2021 | 2022 | Notes on the data |
|--|----------------|------|------|-------------|---|
| Food safety and quality | | | | | |
| Manufacturing and R&D sites certified to FSSC22000 – a program recognized by the Global Food Safety Initiative (GFSI) | % | | 97 | 98 | |
| Global Food Safety Initiative (GFSI) audit: (1) non-conformance rate | Number | | 2.85 | 2.77 | |
| Global Food Safety Initiative (GFSI) audit: (2) associated corrective action rate for major non-conformances | Number | | 4.25 | 2.14 | |
| Global Food Safety Initiative (GFSI) audit: (3) associated corrective action rate for minor non-conformances | Number | | 1.56 | 1.52 | |
| Ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program | % by cost | | 88.0 | 91.9 | |
| Number of recalls issued | Number | 10 | 9 | 10 | |
| Packaging and circularity | | | | | |
| Packaging pieces placed on the market | Billions | 352 | 344 | 330 | <i>2021 data restated due to acquisitions, divestures and packaging changes.</i> |
| Packaging made from recycled and/or renewable materials | % | 37.0 | 39.5 | 36.0 | |
| Packaging that is recyclable, reusable, and/or compostable | % | 84.0 | 85.4 | 85.8 | <i>Based on the Ellen MacArthur Foundation Global Commitment reporting rules.</i> |
| Total weight of packaging | Million tonnes | 4500 | 3800 | 3586 | |
| Total weight of plastic packaging | Million tonnes | | | 0.9 | <i>Reported for the first time in 2022.</i> |
| Plastic packaging designed for recycling | % | 74.8 | 74.9 | 81.9 | <i>Based on the Ellen MacArthur Foundation Global Commitment reporting rules.</i> |
| Virgin plastic reduction versus 2018 baseline | % | 4.0 | 8.1 | 10.5 | |
| Recycled plastic in plastic packaging | % | 1.7 | 4.3 | 7.7 | |
| Plastic used in our packaging by weight and type | | | | | |
| Global PET (Polyester) use | % of total | | 32.1 | 34.8 | |
| Global PE (Polyethylene) use | % of total | | 18.1 | 19.1 | |
| Global PP (Polypropylene) use | % of total | | 19.4 | 21.6 | |
| Global PO (Polyolefin) use | % of total | | 5.4 | 6.6 | |
| Global laminates use | % of total | | 24.1 | 17.2 | |
| Global use, other plastics | % of total | | 0.8 | 0.7 | |

Sustainable performance indicators

| Indicator | Unit | 2020 | 2021 | 2022 | Notes on the data |
|---|----------|------|---------|---------|--------------------------------------|
| Opportunities for young people | | | | | |
| Young people around the world with access economic opportunities since 2017 | Millions | 2.45 | 3.89 | 5.62 | |
| Young people impacted through digital events (e.g. career fairs, educational webinars, e-learning programs) that focus on upskilling young people and make them more employable | Number | | 1291306 | 1415687 | |
| Apprenticeship and traineeship opportunities | Number | | 11598 | 11495 | |
| Young farmers trained through agripreneurship program | Number | | 7422 | 5121 | |
| Nestlé employees hired under 30 years old, unlimited & temporary contract | Number | | 23899 | 26610 | |
| Young entrepreneurs who have received some basic, but tangible benefit from Nestlé | Number | | | 64977 | Reported for the first time in 2022. |
| Our diverse and inclusive culture | | | | | |
| Women in the top 200+ senior executive positions | % | 25.6 | 27.2 | 30.2 | |
| Middle and senior managers that are female | % | | 43.8 | 45.3 | |
| Employer of choice | | | | | |
| Countries where Parental Support Policy is fully rolled out | % | | 64 | 100 | |
| Countries where the Nestlé Policy Against Discrimination, Violence and Harassment is rolled out | % | | | 100 | |
| Average hours of technical or vocational training provided to workers in the company's operations | Number | | 15.8 | 9.3 | |
| Safety and health | | | | | |
| Recordable injury rate per million hours worked | Number | 1.28 | 1.33 | 1.21 | |
| Total recordable fatalities from injuries | Number | 5 | 3 | 6 | |
| Total irreversible injuries | Number | 14 | 13 | 22 | |
| Recordable illness rate per million hours worked | Number | | 0.71 | 0.66 | |
| Total recordable fatalities from illnesses | Number | | 0 | 0 | |
| Total irreversible illnesses | Number | | 20 | 20 | |

Sustainable performance indicators

| Indicator | Unit | 2020 | 2021 | 2022 | Notes on the data |
|---|--------|------|---------|---------|---|
| Employer of choice (continued) | | | | | |
| Well-being | | | | | |
| Employees reached through the global employee health promotion communication campaign | Number | | 130 063 | 156 600 | |
| Employees having watched #HealthyLives videos | Number | | 31 636 | 33 136 | |
| Views of #HealthyLives videos | Number | | 445 776 | 509 974 | |
| Views of HealthTalks webinars | Number | | 14 480 | 4 066 | |
| Activations in Pleaz platform to support mental health and physical activity | Number | | 26 193 | 60 452 | |
| Employees having access to Know Your Number program | Number | | 227 640 | 233 385 | |
| Employees having participated to Know Your Number program | Number | | 49 687 | 108 830 | |
| Canteens offering a healthy meal | % | | 94.4 | 94.6 | |
| Markets offering a nap room or equivalent to rest | % | | 53.0 | 54.5 | |
| Our people by type of employment | | | | | <i>Covers Nestlé employees registered in the human resources system (approximately 96% of all employees). Each data point correct at the time the snapshot was taken.</i> |
| Total number of permanent employees: female | Number | | 94 337 | 94 072 | |
| Total number of temporary employees: female | Number | | 8 779 | 8 335 | |
| Total number of permanent employees: male | Number | | 155 175 | 147 310 | |
| Total number of temporary employees: male | Number | | 8 632 | 7 883 | |
| Total number of permanent employees: Asia, Oceania and Australia | Number | | | 55 034 | |
| Total number of temporary employees: Asia, Oceania and Australia | Number | | | 3 868 | |
| Total number of permanent employees: Europe, Middle East and North Africa | Number | | | 76 618 | |
| Total number of temporary employees: Europe, Middle East and North Africa | Number | | | 7 152 | |
| Total number of permanent employees: Greater China | Number | | | 19 366 | <i>Data not available for prior years due to restructure of geographical zones.</i> |
| Total number of temporary employees: Greater China | Number | | | 276 | |
| Total number of permanent employees: Latin America | Number | | | 55 125 | |
| Total number of temporary employees: Latin America | Number | | | 4 512 | |
| Total number of permanent employees: North America | Number | | | 35 267 | |
| Total number of temporary employees: North America | Number | | | 412 | |
| Total number of full-time employees: female | Number | | 96 382 | 95 991 | |
| Total number of part-time employees: female | Number | | 6 734 | 6 416 | |
| Total number of full-time employees: male | Number | | 160 649 | 152 629 | |
| Total number of part-time employees: male | Number | | 3 158 | 2 564 | |
| Total employees covered by collective bargaining agreements | % | | 54.4 | 56.3 | |

Sustainable performance indicators

| Indicator | Unit | 2020 | 2021 | 2022 | Notes on the data |
|--|--------|------|------|------|--|
| Ethical business | | | | | |
| CARE social audit program | | | | | |
| Operational sites subject to a business integrity review through the CARE Program within the three-year CARE cycle | % | | | 100 | <i>Data not available for prior years due to change in indicator.</i> |
| Number of data breaches notified to authorities and affected individuals | Number | | | 8 | |
| Locations covered by CARE audits | Number | 300 | 379 | 389 | |
| CARE audits carried out | Number | 150 | 247 | 264 | |
| CARE audit improvement opportunities identified | Number | 274 | 333 | 511 | |
| CARE audit gaps closed | Number | 253 | 161 | 283 | |
| Total messages received through <i>SpeakUp</i> system | Number | 3305 | 2475 | 2516 | |
| Abuse of power and/or Mobbing/Bullying | Number | | 567 | 743 | |
| Unfair treatment | Number | | 386 | 368 | |
| labor practice | Number | | 373 | 272 | |
| Harassment (excluding sexual harassment) | Number | | 108 | 168 | |
| Fraud (misappropriation or misconduct on accounting/financial statement) | Number | | 137 | 128 | |
| Safety and health | Number | | 156 | 122 | |
| Violation of law/regulations | Number | | 91 | 120 | |
| Gifts, families and relatives, conflict of interest | Number | | 91 | 91 | |
| Bribery and corruption | Number | | 55 | 88 | <i>Messages substantiated related to kickbacks and did not involve government officials.</i> |
| Violence and discrimination | Number | | 78 | 86 | |
| Sexual harassment | Number | | 59 | 81 | |
| Confidential information, privacy policy (data privacy, trade secrets, intellectual property) | Number | | 49 | 65 | |
| Third-party compliance | Number | | 94 | 54 | |
| Seeking compliance advice | Number | | 63 | 43 | |
| MANCOM members related | Number | | 17 | 27 | |
| Human rights (child labor, forced labor and modern slavery) | Number | | 49 | 16 | |
| Environmental impact | Number | | 43 | 14 | |
| Trade sanctions | Number | | 10 | 12 | |
| Antitrust and fair dealing | Number | | 33 | 9 | |
| Non compliance against WHO code | Number | | 11 | 5 | |
| Executive board members/senior managers in Switzerland | Number | | 5 | 4 | |

Sustainable performance indicators

| Indicator | Unit | 2020 | 2021 | 2022 | Notes on the data |
|---|--------|------|------|------|--|
| Ethical business (continued) | | | | | |
| Total cases substantiated through <i>SpeakUp</i> system | Number | 532 | 580 | 578 | |
| Abuse of power and/or Mobbing/Bullying | Number | | 188 | 222 | |
| Unfair treatment | Number | | 97 | 26 | |
| labor practice | Number | | 77 | 69 | |
| Harassment (excluding sexual harassment) | Number | | 37 | 52 | |
| Sexual harassment | Number | | 22 | 36 | |
| Fraud (misappropriation or misconduct on accounting/financial statement) | Number | | 28 | 35 | |
| Violation of law/regulations | Number | | 25 | 27 | |
| Gifts, families and relatives, conflict of interest | Number | | 8 | 22 | |
| Bribery and corruption | Number | | 4 | 22 | <i>Messages substantiated related to kickbacks and did not involve government officials.</i> |
| Safety and health | Number | | 29 | 21 | |
| Violence and discrimination | Number | | 19 | 16 | |
| 3rd party compliance | Number | | 17 | 8 | |
| Confidential information, privacy policy (data privacy, trade secrets, intellectual property) | Number | | 11 | 8 | |
| MANCOM members related | Number | | 2 | 6 | |
| Seeking compliance advice | Number | | 10 | 5 | |
| Environmental impact | Number | | 3 | 2 | |
| Non compliance against WHO code | Number | | 1 | 1 | |
| Human rights (child labor, forced labor and modern slavery) | Number | | 1 | 0 | |
| Antitrust and fair dealing | Number | | 1 | 0 | |
| Trade sanctions | Number | | 0 | 0 | |
| Executive board members/senior managers in Switzerland | Number | | 0 | 0 | |
| Total messages closed through <i>SpeakUp</i> system | Number | 2721 | 1944 | 1758 | |