



Materiality

We recently refreshed our materiality assessment, taking a systematic view of how the trends, risks, impacts and opportunities in our global operating environment have changed over the last few years. After retiring some topics that no longer feel relevant for our sustainability program and adding others that have recently risen on the agenda, we reflected on the changing priorities of our stakeholders and business. We wanted to be sure we focus on the topics where we can make the greatest difference.

The priority topics that emerged include deforestation, single-use plastics, climate change and water scarcity. These now form the backbone of our 2030 sustainability strategy. Others, like ingredients and transparency, child and forced labor, and occupational health and safety are core elements of our continued commitment to always doing the right thing.

- Business practices ●
- Environment ●
- Product ●
- People & community ●
- Employee attraction & retention ●

Importance to stakeholders	VERY HIGH	<ul style="list-style-type: none"> ● Resource intensity of products and packaging 	<ul style="list-style-type: none"> ● Child and forced labor ● Deforestation ● Ingredient transparency ● Occupational health & safety ● Single-use plastics 	<ul style="list-style-type: none"> ● Product safety and quality 	
	HIGH	<ul style="list-style-type: none"> ● Manufacturing waste ● Water management 	<ul style="list-style-type: none"> ● Bribery & corruption ● Chemicals in operations ● Empowerment of women & girls ● Responsible marketing ● Talent development 	<ul style="list-style-type: none"> ● Access & education for sanitation/hygiene/menstruation ● Carbon positive forestry ● Climate change ● Water scarcity 	<ul style="list-style-type: none"> ● Customer satisfaction ● Energy usage ● Innovation ● Post-consumer waste
	MEDIUM	<ul style="list-style-type: none"> ● Biodiversity ● Responsible remuneration 	<ul style="list-style-type: none"> ● Alternative fiber ● Ethical sourcing ● Local community economic development ● Transportation 	<ul style="list-style-type: none"> ● Circular economy ● Diversity & inclusion ● Maternal and child health 	<ul style="list-style-type: none"> ● Active aging
	LOW	<ul style="list-style-type: none"> ● Animal testing ● Freedom of association & collective bargaining 	<ul style="list-style-type: none"> ● Supply chain diversity 		
		LOW	MEDIUM	HIGH	VERY HIGH

Impact on the business