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**The why** As a company selling some of the world's favourite and most trusted brands, Mondelēz International has Food Safety and maintaining the trust of its consumers at the heart of its core values. One demonstration of these values is our commitment to the Global Food Safety Initiative (GFSI).

Our journey with GFSI began in 2006. Since joining, the company has implemented GFSI at all of our plants. We have been active both in promoting GFSI with other stakeholders and active leaders in the development of GFSI programs.

In 2007 there were a number of Food Safety issues globally that generated an internal review of our Supplier Food Safety programs. We concluded that many of our suppliers would benefit from additional support and identified that GFSI would provide the leadership in Food Safety that would help them. Furthermore, GFSI would allow for our Global auditing program to be applied consistently right across the globe.

As the food industry grows more international there is a need for approaches like GFSI that ensure safety standards are not compromised.

“I commend the outstanding work that GFSI has done and continues to perform to raise food safety standards around the world. I'm proud of the contribution that GFSI has made to advancing a unified and comprehensive food safety benchmarking system across our industry.”

## The How

As GFSI benchmarks food safety certification programs, we accept all standards meeting its requirements. Our organization CEO/Chairman participates actively on Consumer Goods Forum (CGF) and is a liaison from the CGF Board to the GFSI board.

The first stage in our journey was to select the Foundation for Food Safety Certification (FSSC22000) as the standard that best meet our needs. We took an active lead in developing the PAS220 standard that is now part of FSSC22000 which strengthened the Food Safety elements in it. We subsequently worked in a cross functional team to get this adopted globally by the International Standards Organization (ISO).

We required all of our internal and external manufacturing partners have FSSC22000 certification for their sites. For our suppliers we leave standard selection up to them, but recommend that they understand the different standards before selecting the right one for them. We invested in sup-

porting the suppliers' and making clear our expectations to help them in selecting the right standard.

For our internal and external manufacturing sites we set clear timetables by when they required certification. Training materials were developed and shared within our organization. A gap analysis was completed at select sites. We selected a certification body to audit our sites and timetables were developed to on-board each site. Learnings were shared globally within our organization to facilitate the transition.

GFSI-recognized certification is considered as a "cost of entry" to becoming a Mondelez supplier and we will only take on suppliers that have a certification. We have communicated clearly to all suppliers our commitment to GFSI-recognized certification. We have participated in GFSI emerging markets events and invited all our local supplies to participate to help the on-boarding process. Maintaining the certification is a must for remaining a supplier and we verify this as part of our supplier approval program.

## The Benefits

GFSI's focus is a simple set of rules for accepting different standards, establishing harmony between countries & enhancing audit efficiency by:

- benchmarking food safety standards worldwide
- facilitating cooperation between standard owners

The benefits for Mondelez, are that GFSI

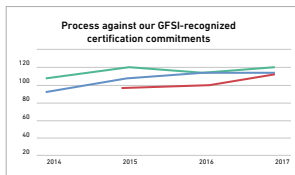
- is accepted by a large number of retailers, producers and manufactures globally.
- reduces the number of Audits at our manufacturing sites and suppliers
- drives consistence in audit execution

- provides a standard our suppliers can understand, harmonizes the support they receive and helps them enter new markets
- allows us to manage risk better as emerging risks are highlighted and taken account of in up-dates to the standards

Overall participation in the GFSI has helped Mondelez reach its objectives of putting consumer safety at the heart of everything we do, maintaining customer and consumer trust in our global brands and ensuring we are able to promote the same level of consumer protection for all our consumers across the world.



## Figures



— Internal — External — Suppliers

Safety begins with each recipe we make. We start with the highest quality ingredients; and have set high standards with a comprehensive, quality management system that ensures the integrity of our products and the ingredients we use. Our science-based risk identification and management processes help us assess and control factors that could potentially compromise ingredients, packaging, manufacturing processes or finished products.

We made commitments\* to have

- all our internal and external manufacturing sites certified against FSSC 22000, and

- all direct raw material suppliers certified by 2017
- Today, nearly 100 percent of our internal facilities are certified against the internationally recognized and independent Foundation for Food Safety Certification (FSSC 22000). We are on track to meet the commitment regarding direct raw material suppliers with 97% of our suppliers holding a current and valid GFSI-recognized certification. We have made a similar commitment for suppliers of packaging materials

\* The commitments excludes acquisitions

