

# Goodness in Action

## 2023 ESG Report Executive Summary



This document highlights strategy, commitments and progress across Hershey's ESG priority areas.

Our full 2023 ESG Report and additional ESG-related reports, disclosures and resources are available on [our website](#).

**Additional Disclosures/Reports:**

- [2023 ESG Report](#)
- [2023 Consolidated Index \(GRI, UNGPRF\)](#)
- [2023 Sustainability Accounting Standards Board \(SASB\) Report](#)
- [2023 Task Force on Climate-Related Financial Disclosures \(TCFD\) Report](#)
- [2023 EY Limited Assurance Statement](#)
- [2023 Quantis data verification statement](#)

# A Message from Our CEO



**We are about so much more than chocolate, candy and snacks. We are about creating experiences filled with emotional connection. Those moments inspire us and define who we are and we are proud of the way our products are created.”**

**Michele Buck, Chairman, President and CEO The Hershey Company**



Achieving our vision of being a Leading Snacking Powerhouse requires leadership, agility and discipline in a complex and dynamic marketplace. At Hershey, we have had some incredible years of growth. Continuing this requires significant, smart and exciting transformations within our business. Underpinning our business goals and success is the focus we have on our most material risks, opportunities and how we hold ourselves to the highest integrity, quality and safety standards.

We remain committed to driving positive impact in our six sustainability focus areas: cocoa, environment, responsible sourcing and human rights, people, youth and community. This report highlights Hershey’s progress and challenges as we integrate sustainability further into our business operations to reduce our environmental footprint. Our actions are aimed at improving the ecosystems critical for the ingredients that go into our products and making a positive impact in the lives of those along our value chain.

While we have more to do on this journey, I am proud of how our teams have come together. We have worked to address the needs of cocoa farmers with the Hershey Income Accelerator Program, reduce our greenhouse gas emissions and packaging materials, and strengthen our due diligence and reporting systems and processes.

I have often stated that our people are the secret ingredient to our competitive advantage. We are motivated by our purpose of Making More Moments of Goodness and our business success and growth is reflective of our core values: Togetherness, Integrity, Making a Difference and Excellence. We remain focused on learning and development for all employees, building an inclusive workplace where everyone can contribute and be rewarded, and we continue to be actively involved in our communities. In particular is our unique relationship with Milton Hershey School that supports children with a world-class education.

Hershey has a long history of successfully adapting to rapid change and uncertainty. As a leading chocolate

manufacturer, the volatility in cocoa is unprecedented. Cocoa remains our top priority and while there is more to do, we are proud of our continued progress toward greater visibility and engagement with the farmers who grow this important ingredient.

Fast-moving regulatory actions continue to shape the sustainability landscape. We are strengthening our due diligence and reporting capabilities, as evidenced by our Disclosure and Assurance Reporting Center of Excellence and the cross-functional teams that are anticipating and preparing for these new regulations.

As we transform and lead in the marketplace we are always seeking new business opportunities and our sustainability initiatives are being further embedded in how we run our operations, including plant level targets for reducing emissions and water usage. The collective efforts of our team, in partnership with leading organizations and key stakeholders, will continue to propel us forward.

We are about more than chocolate, candy and snacks. We are creating experiences filled with emotional connection. Those moments inspire us and define who we are, and we are proud of the way our products are created. It’s *Goodness in Action*.

The world we want tomorrow starts with the action we take today. There is no shortage of global issues that have the potential to impact or disrupt our business. That is why we are action-oriented and impact driven. As you’ll read in the pages to follow, we remain focused on leading where we can make the biggest impact and working hard each day to bring goodness to the world.

**Michele Buck**  
Chairman, President and CEO  
The Hershey Company

# Delivering Today

Our actions and progress are aimed at driving long-term sustainability for our business, planet and people. Underpinning our business goals and success is a focus on our most material risks and opportunities, and accountability to the highest integrity, quality and safety standards.



## Cocoa

- We laid the groundwork for a new approach to building long-term partnerships with farmers where they can professionalize and thrive to create a more resilient supply chain.
- We launched the Hershey Income Accelerator Program (HIAP) with Conseil du Café-Cacao, the Rainforest Alliance and CARE, and started a five-year program investing \$40 million to support 20,000 cocoa-farming households.

→ For more details, see pages 21–36 in our [2023 ESG Report](#).



## Responsible Sourcing and Human Rights

- Our new human rights impact framework enables future programming to better address the most complex issues.
- We expanded our No Deforestation Verification (NDV) partnership for enhanced NDV capabilities and accelerated the end date for achieving a deforestation and conversion-free supply chain to 2025, from 2030.

→ For more details, see pages 37–58 in our [2023 ESG Report](#).



## Environment

- We analyzed our emissions using the Science Based Targets initiative's (SBTi) Forest, Land and Agriculture (FLAG) guidance to steer future action and set new FLAG and non-FLAG targets.
- Hershey set new goals for sourcing 100% of electricity from renewable and zero-emission sources. We are also reducing absolute water usage by 20% at priority sites.

→ For more details, see pages 59–82 in our [2023 ESG Report](#).



## Our People

- We established several new initiatives to develop leaders for an inclusive workforce that drives our performance.
- Hershey was certified Great Place to Work® in six countries and in May 2024, ranked #1 on Fair360's top companies for diversity.

→ For more details, see pages 83–102 in our [2023 ESG Report](#).



**There's no question the world is rapidly evolving. We continue to advance our sustainability strategy as we anticipate, digest and incorporate best practices and emerging standards."**

Leigh Horner, Chief Sustainability Officer, The Hershey Company

# Creating the Future

As we further embed ESG considerations into our organization, we assess obstacles and adapt to changes in our business and the world around us. This helps strengthen our resilience and deliver continued progress.

## Our Sustainability Strategy

- In 2024, we are refreshing our sustainability strategy as part of our shift to a Leading Snacking Powerhouse (LSP), to adapt to a fast-moving legal and regulatory environment, and in anticipation of several of our commitments maturing in 2025.
- This is an opportunity to embed sustainability into our operating model that is more integrated and accounts for changing consumer, customer, and competitor trends.



## Cocoa

- We will continue to implement our refreshed Cocoa For Good strategy, building long-term relationships with farmers for a more resilient supply chain.
- HIAP will scale to additional farming households, introducing further incentives for school attendance and strengthening Village Savings & Loan Associations (VSLAs) to build up cocoa communities.
- We are investing in farming practices and conducting research and development on ways to increase resiliency, starting in 2024.



## Responsible Sourcing and Human Rights

- Respecting the human rights of workers in our supply chain is consistent with our values and critical to our long-term business success. We are working to ensure our due diligence systems are adapting to keep pace with regulatory needs and best practices.
- We will continue integrating our North America Salty Snacks segment's owned operations and suppliers into our responsible sourcing programs.



## Environment

- There is escalating potential for climate events to affect our operations, communities, transportation and the cost and availability of materials and ingredients. We are scaling activities to meet our Scope 3 and new FLAG and non-FLAG targets.
- Challenges with food-grade recycling programs persist, but a recent internal assessment identified ways to enhance our sustainable packaging approach. With those insights, we are in the process of updating our packaging strategy to focus on reducing materials, improving circularity and reducing associated GHG emissions.



### Cocoa remains Hershey’s highest ESG priority.

Through Cocoa For Good, our sustainable cocoa strategy, we work alongside communities, governments, non-governmental organizations (NGOs) and peers in the cocoa industry to create a more resilient supply chain and address the systemic challenges posing risks to the sector.

Enabled by a 12-year \$500 million investment, we are working to create a supply chain where farmers, and their children and families, can prosper. In 2023, we laid the groundwork for a new approach to building long-term partnerships with farmers where they can professionalize and thrive. As of December 2023, we have invested 51% of our \$500 million commitment.

### Highlights

#### Improving Farmer Income and Livelihoods

- Reached 1,850 farmers under the HIAP by March 2024
- Made first HIAP cash transfers to farmers for adopting sustainable farming practices
- Assessed 298 Village Savings & Loan Associations (VSLAs) in Hershey’s supply chain, engaging 690 community leaders, and identified 200 VSLAs as suitable for further capability building

#### Children’s Well-being

- Signed an agreement with Côte d’Ivoire’s National Oversight Committee of Actions Against Child Trafficking, Exploitation and Child Labor (CNS) and the International Cocoa Initiative (ICI) to fund construction of 12 primary schools in cocoa-producing communities.
- Opened the first school in Drissapé, Côte d’Ivoire, in December 2023

#### Creating a Resilient Supply Chain

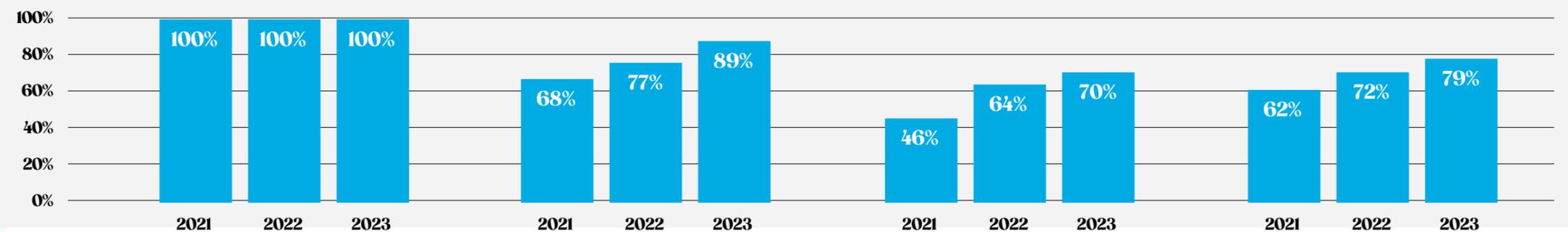
- Supported protecting essential biodiversity, investing in projects conserving forests like the Mabi-Yaya Nature Reserve, Côte d’Ivoire, and Kakum National Park, Ghana.

**100%**  
independently verified cocoa<sup>1</sup>  
**Target year: 2020**  
**Status: Achieved**

**100%**  
sourcing visibility of Hershey’s cocoa volume in Côte d’Ivoire and Ghana<sup>1</sup>  
**Target year: 2025**  
**Status: On track**

**100%**  
of farmers producing Hershey’s cocoa volume in Côte d’Ivoire and Ghana are polygon mapped by our suppliers to improve traceability and monitor deforestation<sup>1,2</sup>  
**Target year: 2025**  
**Status: On track**

**100%**  
of farmers producing Hershey’s cocoa volume in Côte d’Ivoire and Ghana are covered by Child Labor Monitoring and Remediation Systems (CLMRS) to prevent, monitor and remediate child labor<sup>1,3</sup>  
**Target year: 2025**  
**Status: On track**



<sup>1</sup> Data reflects results as provided by Hershey suppliers and implementing partners. Hershey strives to align our KPIs to industry best practices and methodologies, including those recommended by the International Cocoa Initiative (ICI), which are constantly improving and evolving. Sourcing visibility means cocoa from known farmers is segregated and traceable to the first buyer (i.e., to the port or the factory in origin). From here cocoa may be mixed, and independently verified cocoa flows into our supply chain under a mass balance traceability model. When we talk about farmers producing Hershey’s cocoa volumes, these are the known farmers where we have sourcing visibility.  
<sup>2</sup> Beginning in 2023, we are reporting progress based on an analysis of supplier-provided polygon maps. This analysis follows World Cocoa Foundation definitions and checks that all farm plots managed by a farmer are linked to received polygon maps before we consider a farmer to be mapped.  
<sup>3</sup> This refers to households covered by CLMRS.

# Responsible Sourcing and Human Rights

**Hershey puts goodness into action throughout our whole value chain — people, communities and the land they live on. We work every day to ensure human rights are respected and ingredients are responsibly and sustainably sourced.**

Our deep respect for the rights of each person started with our founder Milton Hershey. Today, this core value is a key business strategy and integral aspect of our operations. Protecting human rights is both a societal expectation and an opportunity to drive positive impact in communities where we live and work, through our business practices and relationships. Each day, the people at Hershey work to protect and respect human rights across our full value chain.

## Highlights

### Progress in Human Rights

- Created a human rights impact framework with twentyfifty, covering how best to address complex, cross-cutting human rights issues
- Conducted onsite assessments on six labor providers in Malaysia and 11 in India to drive sustained, systemic improvements

### Traceability and Zero Deforestation

- Accelerated the end date for achieving a deforestation and conversion-free supply chain to 2025, from 2030
- Partnered with Earthworm and Airbus to verify materials as deforestation-free, identify deforestation risks and spot opportunities to promote biodiversity
- Continued progress on 2025 targets for verified sugar and palm traceability to plantation level

### Origin-level Projects

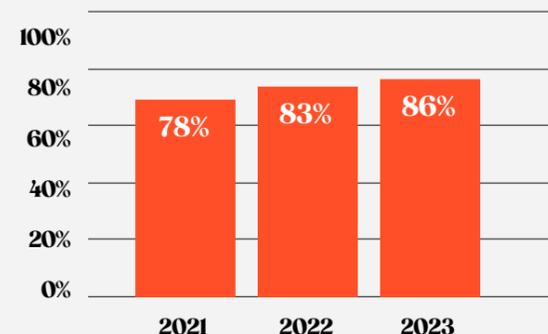
- Currently expanding multiple projects from successful pilots for wider impact, such as a two-year scale-up phase for the Sustainable Dairy PA program to encourage sustainable practices on dairy farms in Pennsylvania, with the U.S. Environmental Protection Agency and Land O'Lakes

**100%**

of priority ingredients and materials to be responsibly and sustainably sourced (by volume)<sup>1,2</sup>

**Target year: 2025**

**Status: On track**

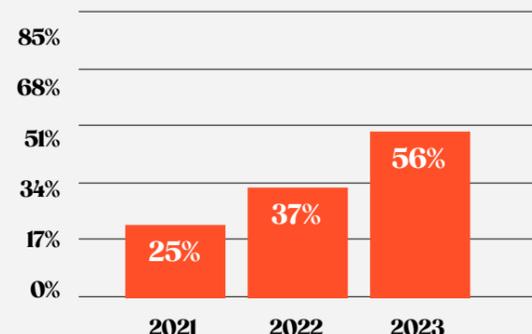


**85%**

of in scope supplier sites meet Hershey's Responsible Sourcing Supplier Program requirements

**Target year: 2025**

**Status: In progress**



We advanced several regenerative agriculture projects in our sugar supply chain in 2023.

→ See page 50 of our **2023 ESG Report** for more details.

<sup>1</sup> This result represents the percentage by volume of Hershey's five priority ingredients, which met our definition of responsibly and sustainably sourced in 2023. This definition varies by ingredient and is subject to change as Hershey's responsible sourcing programs evolve.

<sup>2</sup> The 2022 data for this goal has been restated in this document, due to a minor calculation error identified by Hershey teams. Results were previously reported as 84% in Hershey's 2022 ESG Report.



# Environment

## Doing good by the planet is not just about doing the right thing; it's good business.

Climate change, natural resource scarcity and extreme weather are some of the environmental issues that pose challenges to both society and to Hershey, from our supply chain to our manufacturing facilities. Our ability to become a Leading Snacking Powerhouse rests in part on our ability to navigate these external factors and take action to mitigate risks. We face environmental issues that are vast and complex. They cannot be solved in isolation and require collective action by governments, businesses, non-governmental and multilateral organizations. Hershey is committed to doing our part to create positive change, safeguarding our planet and our business for continued success in the decades to come.

From careful stewardship of energy and greenhouse gas (GHG) emissions, to reducing our packaging waste and water stewardship, our goal is to put more goodness inside the products people love.

### Highlights

#### Progress on Emissions

- Set a new goal for sourcing 100% of electricity from renewable and zero-emission sources by 2030
- Embedded a new energy program for our manufacturing facilities

- Expanded efforts to reduce emissions in our value chain — such as projects building cocoa farmers' resiliency, supporting sugar farmers and expanding dairy initiatives

#### Water

- Set 20% absolute water usage reduction targets for priority sites where water is most scarce

#### Biodiversity Learning Agenda

- Launched an assessment with The Biodiversity Consultancy analyzing our biodiversity footprint and identifying how we can best address challenges

#### Packaging

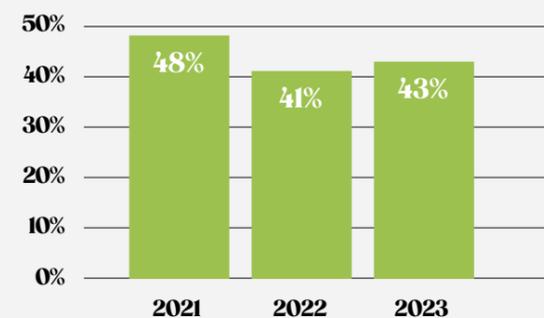
- Phased out over 1.7 million pounds of material by eliminating, redesigning and reducing packaging

**50%**

absolute reduction in Scope 1 and 2 GHG emissions against a 2018 baseline<sup>1</sup>

**Target year: 2030**

**Status: On track**

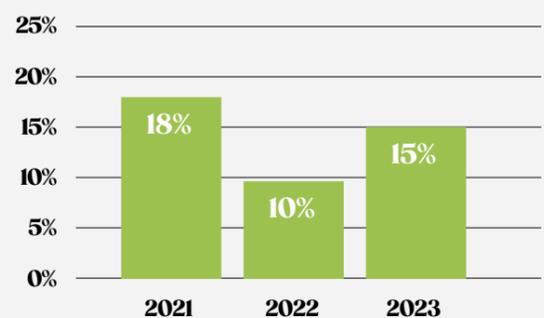


**25%**

absolute reduction in Scope 3 GHG emissions against a 2018 baseline<sup>2</sup>

**Target year: 2030**

**Status: In progress**

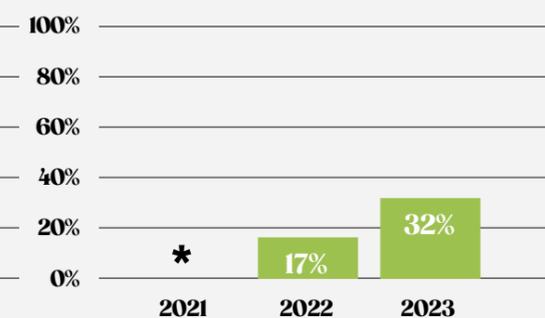


**100%**

of plastic packaging to be recyclable, reusable or compostable

**Target year: 2030**

**Status: In progress**



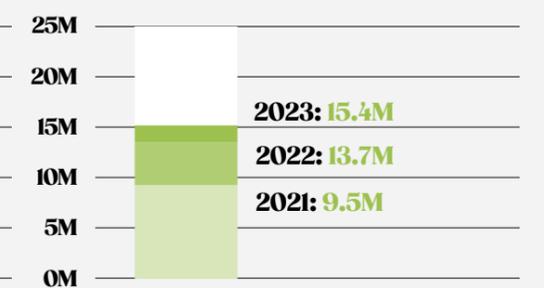
\* In 2021, we began initial recyclability research and machine trials. In 2022, we are focused on converting flexible packaging to recyclable structures.

**25M pounds**

of packaging to be eliminated<sup>3</sup>

**Target year: 2030**

**Status: On track**



<sup>1</sup> Hershey's GHG emissions reduction goal for 2030 is based on Scope 1 and Scope 2 (market-based). Our 2023 Scope 1 and Scope 2 data received limited assurance by EY.

<sup>2</sup> Our 2023 Scope 3 data is verified by Quantis.

<sup>3</sup> Cumulative packaging waste eliminated (2021-2023) is 15.4 million pounds. This value includes Candy, Mint, and Gum products. It excludes all other product packaging and any non-Hershey purchased packaging materials.

# Our People

**Hershey’s culture is about togetherness and collaboration – where everyone feels they are valued and belong.**

Nurturing the kind of workplace where inclusiveness is the norm is good for people and for business. When all employees can be their authentic, true selves at work, when we invest in them and support them, the whole team can give its best.

The passion, pride and sense of belonging this forms transcends languages, borders, business units or roles. It is how we make more moments of goodness.



## Highlights

### Leaders of Tomorrow

- Piloted a new approach to leadership development to further improve how we feed the talent pipeline, now preparing to scale
- Launched a new LSP Leader Accelerator program for employees identified as having high development potential
- Implemented pay transparency procedures for each salaried employee’s Annual Compensation Statement including metrics to illustrate how base salary is positioned in the external marketplace and earning potential for their current job

### Safety First

- Progress on reducing ergonomic risk overall, integrating more sites into the program and with two recently-acquired locations to be added as we look toward our 2025 target

### Pathways Project Strategy

- Exceeded our target to recruit more veterans and expanded the data we disclose on veteran recruitment

## Achieve pay equity

for similar job categories across our global salaried employees<sup>1</sup>

**Target year: 2025**

**Status: On track**

### 2023

We have maintained aggregate salary U.S. gender pay equity since 2019 and aggregate U.S. salary POC pay equity since 2020.

### 2022

In 2022, we maintained fair and equitable pay achievements, including 1:1 aggregate people of color pay equity for salaried employees in the United States (2021) and 1:1 aggregate gender pay (2020).

### 2021

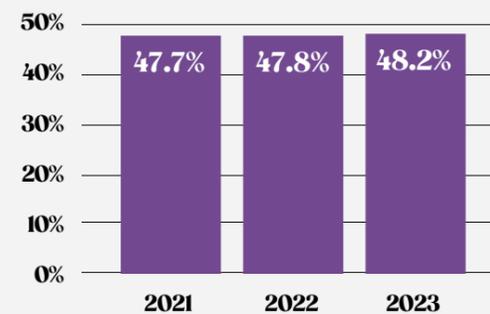
In 2020, we achieved 1-to-1 aggregate gender pay equity for salaried employees in the U.S. (excluding recent acquisitions) and in 2021, we achieved 1-to-1 aggregate POC pay equity for salaried employees in the U.S. (excluding recent acquisitions). We seek to maintain existing achievements and continuous improvement on pay equity for similar job categories throughout our organization.

## 47-50%

women representation across all employees globally<sup>1</sup>

**Target year: 2025**

**Status: Achieved**

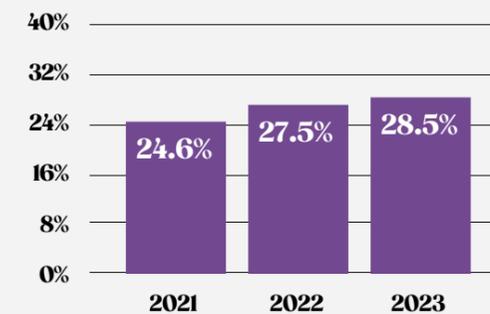


## 30-40%

people of color (POC) representation across U.S. employees<sup>1,2</sup>

**Target year: 2025**

**Status: On track**

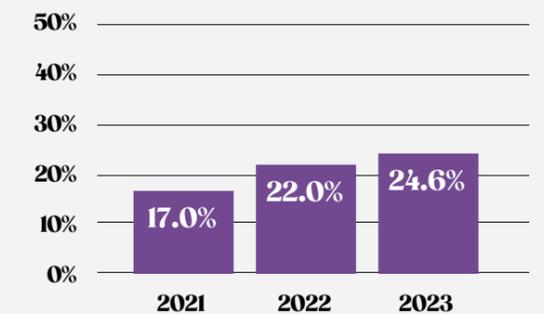


## 50%

hazard reduction for job functions with ergonomic risks through process improvements<sup>3</sup>

**Target year: 2025**

**Status: On track**



<sup>1</sup> Aspirational ranges based on economic labor analysis and Hershey’s business outlook.

<sup>2</sup> POC refers to Black, African American, Hispanic/Latino, Asian/Asian Pacific Islander, Hawaiian Pacific Islander and those who identify as two or more races.

<sup>3</sup> In 2023, this goal was expanded to include our North America Salty Snacks segment. As such, the denominator for this calculation has changed. All sites are on track to complete hazard reduction for ergonomic risks as planned.

# Youth and Community

## Youth

**Hershey believes every child should get the chance to fulfill their potential. Supporting brighter futures for children has long been part of our DNA.**

Since Milton Hershey founded a school for orphaned boys in 1909, we have had a vision to help children thrive. We follow that vision by investing in them – their education, nutrition and social emotional well-being.

### Highlights

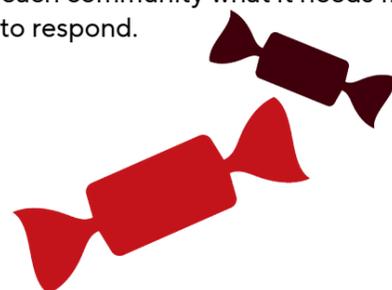
- Grew partnership with Milton Hershey School even further, with internship and apprenticeship programs, developing young people and feeding our talent pipeline
- Deepened support for youth development programs to create authentic, meaningful collaborations that allow the talent and unique contributions of young people to shine, like work with Girl Up and Girls on the Run for the Future CEO program

## Community

**Everyone at Hershey is proud to live our value of Making a Difference.**

We strive to make that difference through programs supporting basic needs, education, workforce development and inclusive community economic development. Beyond Hershey’s philanthropic giving and product donations, our remarkable people volunteer for causes they care about for hundreds of thousands of hours a year.

We start by asking each community what it needs from us, then find a way to respond.



### Highlights

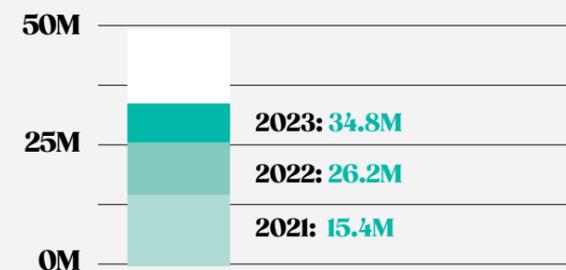
- 127,440 hours volunteered by employees in 2023
- \$1.6M+ raised by employees and matched giving in 2023
- 45 organizations supported globally during our annual Good to Give Back Month

### 50M

children globally supported through education, nutrition, and social and emotional well-being<sup>1</sup>

**Target year: 2025**

**Status: On track**

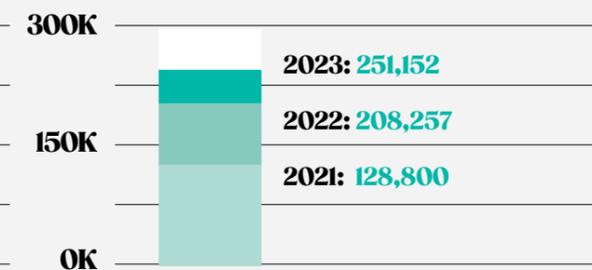


### 100,000

children take Heartwarming actions and impact their communities<sup>2</sup>

**Target year: 2025**

**Status: Achieved**



<sup>1</sup> More than 34 million children were supported cumulatively from January 1, 2020 to December 31, 2023.

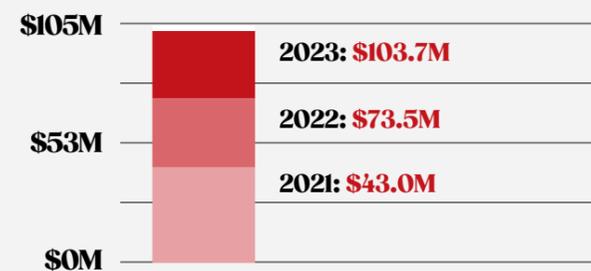
<sup>2</sup> More than 250,000 children took action and impacted their communities, cumulatively from January 1, 2020 to December 31, 2023.

### \$105M

donated in cash and products to community partners focused on education, community economic development, inclusive communities and health and human services where we live and work<sup>3</sup>

**Target year: 2025**

**Status: On track**

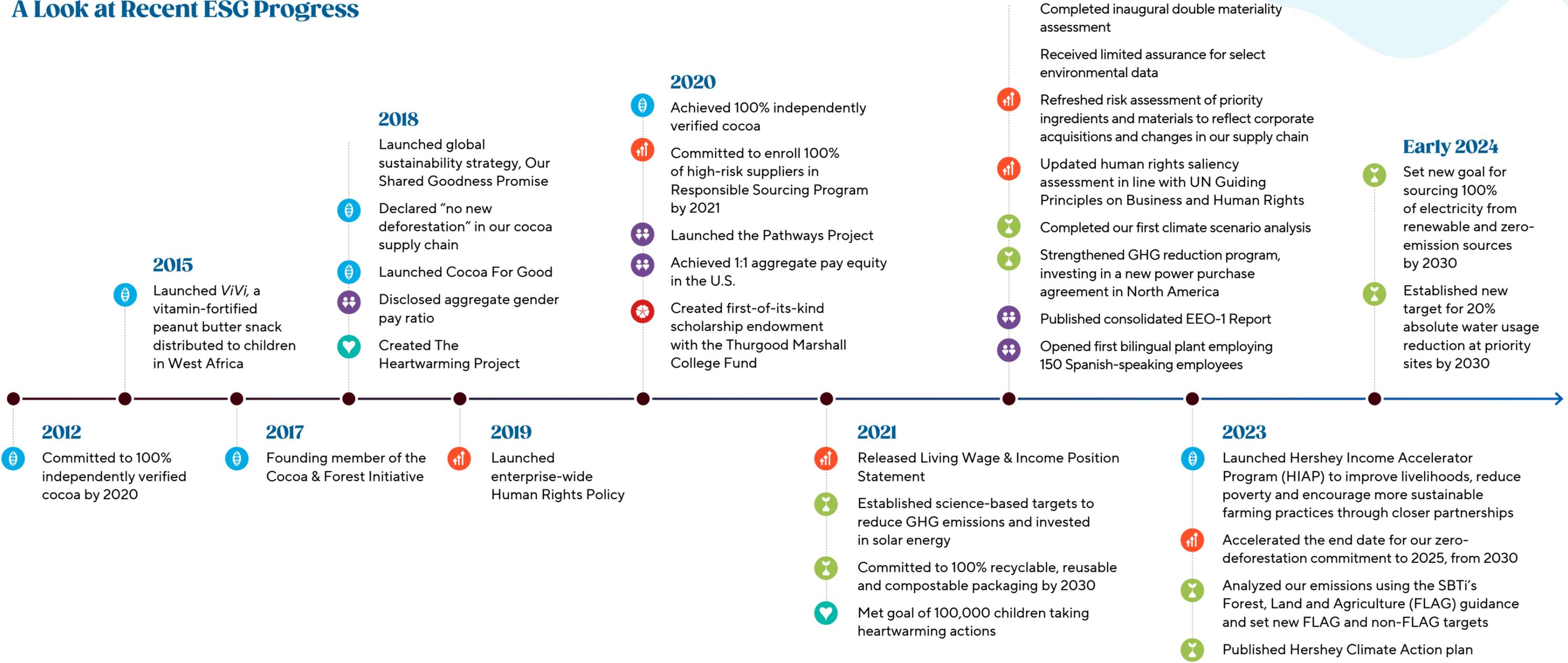


<sup>3</sup> Hershey donated nearly \$104 million in cash and products cumulatively from January 1, 2020 to December 31, 2023.

# A Legacy of Doing the Right Thing

We carry forward Milton Hershey’s practice of doing what is right for our people, planet and society.

## A Look at Recent ESG Progress



# Our ESG Governance

## With ESG becoming more integrated throughout our business, we use a multi-level operating structure to prioritize and allocate resources to deliver on Our Shared Goodness Promise.

The governance of Hershey's ESG program is structured to drive strategic alignment and operational execution against our priorities. Pursuant to our Corporate Governance Guidelines, ultimate responsibility for our ESG and sustainability governance oversight resides with our **Board of Directors**, which oversees all ESG matters, including our ESG strategies, priorities, progress, and risks and opportunities.

Oversight of specific ESG responsibilities and reporting requirements are assigned to relevant Board committees, as stated in their respective committee charters. Board committees conduct regular reviews of significant ESG issues to help carry out these responsibilities.

Accountability for ESG and sustainability resides with our CEO, with shared responsibility across the management team. Program strategy and operations are led by our Chief Sustainability Officer (CSO).

### Board of Directors

The full Board oversees our ESG strategies and priorities, along with the most important emerging ESG trends, risks and opportunities. ESG-related oversight responsibilities are divided among the Board's committees, with oversight for ESG governance residing with the Governance Committee. Management and ESG leaders provide deep dives on ESG issues for the full Board at least once a year, with relevant committee updates occurring frequently throughout the year. As of May 2024, approximately 55% of our Board of Directors has ESG and human capital management experience.

### Audit Committee

Reviews the company's public reporting with respect to ESG matters within the Audit Committee's purview.

### Compensation and Human Capital Committee

Oversees consideration of ESG matters in executive compensation program; oversees human capital management practices, including talent management, Diversity, Equity and Inclusion (DEI) and pay equity.

### Finance and Risk Management Committee

Reviews and oversees policies and procedures with respect to human rights, environmental stewardship and responsible sourcing/commodities practices within the company's supply chain.

### Governance Committee

Oversees governance of the company's ESG policies and programs, including establishment of targets, standards and other metrics used to measure and track ESG performance and progress.

### Executive Team

Our CEO and her direct reports review Our Shared Goodness Promise strategies, data and progress against our commitments and targets, as well as emerging ESG and sustainability challenges and opportunities. The executive team ensures our sustainability initiatives are aligned with business strategy and finalizes ESG-related investments. The compensation of Hershey's executive team is tied to our ESG Priority Goals. This supports our efforts to achieve Hershey's carbon reduction goals, and is linked to our DEI aims, a key differentiator for our industry.

### Disclosure Committee

Hershey's Disclosure Committee, led by our Chief Accounting Officer and comprised of senior management in key functions, including our CSO. This committee ensures that our public disclosures, including those related to ESG, are consistent, accurate, complete and timely.

### Sustainability Steering Committee

Composed of key business leaders and ESG subject matter experts, this cross-functional group meets at least quarterly to evaluate ESG strategy effectiveness and interdependencies, provides input on investments to support ESG program deliverables and reviews progress toward goals and key performance indicators relevant to our global ESG and sustainability programs.

### Global Sustainability Team

Led by our CSO, this team is composed of ESG experts who manage the strategy, implementation and reporting of our global ESG and sustainability initiatives, including climate change and human rights. The Global Sustainability team communicates regularly with internal and external stakeholders who provide valuable perspectives on our strategies, program decisions and focus.

For more information on Board committees, ESG oversight and responsibilities and Hershey's approach to executive compensation, see our [2024 Proxy Statement](#).

### Enterprise Risk Management

ESG topics are regularly evaluated as part of our Enterprise Risk Management (ERM) process driven and coordinated by our Resiliency team. Hershey's ERM program identifies, evaluates, manages and mitigates the company's exposure to a wide range of risks including human rights and environmental topics. ESG is a standalone key business risk within our broader enterprise risk universe, alongside Human Capital and Climate and Environment.

Our Board oversees the ERM program and our management team is responsible for its implementation. The Board's Finance and Risk Management Committee reviews key enterprise risks identified through the ERM process, as well as risk-mitigation plans.

### What's Next in ESG Governance

- Tracking and responding to the changing global ESG landscape
- Sustainability disclosures and compliance for regulatory reporting requirements
- Increased limited assurance and third-party data verification
- Continuing our BOD and Executive education on ESG and Sustainability topics

# 55%

of Hershey's Board of Directors have ESG and Human Capital management experience (as of May 2024)

# Progress Toward Our Priority Goals

✓	Achieved
↓	On Track
⋯	In Progress

Priority Area	Priority Goals	Target	Progress (as of Dec. 31, 2023)	Status	Notes
Cocoa	100% independently verified cocoa	2020	100%	✓	1
	100% sourcing visibility of Hershey's cocoa volume in Côte d'Ivoire and Ghana	2025	89%	↓	1
	100% of farmers producing Hershey's cocoa volume in Côte d'Ivoire and Ghana are polygon mapped by our suppliers to improve traceability and monitor deforestation	2025	70%	↓	1, 2
	100% of farmers producing Hershey's cocoa volume in Côte d'Ivoire and Ghana are covered by Child Labor Monitoring and Remediation Systems (CLMRS) to prevent, monitor and remediate child labor	2025	79%	↓	1, 3
Responsible Sourcing and Human Rights	100% of priority ingredients and materials to be responsibly and sustainably sourced (by volume)	2025	86%	↓	4
	85% of in scope supplier sites meet Hershey's Responsible Sourcing Supplier Program requirements	2025	56%	⋯	—
Environment	50% absolute reduction in Scope 1 and 2 GHG emissions against a 2018 baseline	2030	43%	↓	5
	25% absolute reduction in Scope 3 GHG emissions against a 2018 baseline	2030	15%	⋯	6
	100% of plastic packaging to be recyclable, reusable or compostable	2030	32%	⋯	—
	25 million pounds of packaging to be eliminated	2030	15.4 million pounds	↓	7
Our People	Achieve pay equity for similar job categories across our global salaried employees	2025	We have maintained aggregate salary U.S. gender pay equity since 2019 and aggregate U.S. salary POC pay equity since 2020.	↓	8
	47–50% women representation across all employees globally	2025	48.2%	✓	8
	30–40% People of Color (POC) representation across U.S. employees	2025	28.5%	↓	8, 9
	50% hazard reduction for job functions with ergonomic risks through process improvements	2025	24.6%	↓	10
Youth	50 million children globally supported through education, nutrition, and social and emotional well-being	2025	34,820,750 children	↓	11
	100,000 children take Heartwarming actions and impact their communities	2025	251,152 children	✓	12
Community	\$105 million donated in cash and products to community partners focused on education, community economic development, inclusive communities and health and human services where we live and work	2025	\$103.7 million	↓	13

1 Data reflects results as provided by Hershey suppliers and implementing partners. Hershey strives to align our KPIs to industry best practices and methodologies, including those recommended by the International Cocoa Initiative (ICI), which are constantly improving and evolving. Sourcing visibility means cocoa from known farmers is segregated and traceable to the first buyer (i.e., to the port or the factory in origin). From here cocoa may be mixed, and independently verified cocoa flows into our supply chain under a mass balance traceability model. When we talk about farmers producing Hershey's cocoa volumes, these are the known farmers where we have sourcing visibility.

2 Beginning in 2023, we are reporting progress based on an analysis of supplier-provided polygon maps. This analysis follows World Cocoa Foundation definitions and checks that all farm plots managed by a farmer are linked to received polygon maps before we consider a farmer to be mapped.

3 This refers to households covered by CLMRS.

4 This result represents the percentage by volume of Hershey's five priority ingredients, which met our definition of responsibly and sustainably sourced in 2023. This definition varies by ingredient and is subject to change as Hershey's responsible sourcing programs evolve.

5 Hershey's GHG emissions reduction goal for 2030 is based on Scope 1 and Scope 2 (market-based). Our 2023 Scope 1 and Scope 2 data received limited assurance by EY.

6 Our 2023 Scope 3 data is verified by Quantis.

7 Cumulative packaging waste eliminated (2021-2023) is 15.4 million pounds. This value includes Candy, Mint, and Gum products. It excludes all other product packaging and any non-Hershey purchased packaging materials.

8 Aspirational ranges based on economic labor analysis and Hershey's business outlook.

9 POC refers to Black, African American, Hispanic/Latino, Asian/Asian Pacific Islander, Hawaiian Pacific Islander and those who identify as two or more races.

10 In 2023, this goal was expanded to include our North America Salty Snacks segment. As such, the denominator for this calculation has changed. All sites are on track to complete hazard reduction for ergonomic risks as planned.

11 More than 34 million children were supported cumulatively from January 1, 2020 to December 31, 2023.

12 More than 250,000 children took action and impacted their communities, cumulatively from January 1, 2020 to December 31, 2023.

13 Hershey donated nearly \$104 million in cash and products cumulatively from January 1, 2020 to December 31, 2023.